

---

# **POLICE AND CRIME PLAN 2013-2016**

**MARCH 2013**



**MAYOR OF LONDON**

## **Copyright**

Mayor's Office for Policing And Crime (MOPAC)  
March 2013

City Hall  
The Queen's Walk  
More London  
London SE1 2AA

[www.london.gov.uk](http://www.london.gov.uk)  
Enquiries: (020) 7983 4100  
Minicom: (020) 7983 4458

# **POLICE AND CRIME PLAN 2013-2016**

**MARCH 2013**

## FOREWORD FROM THE MAYOR



This is London's first Police and Crime Plan – setting out what I want to achieve by 2016 and explaining to Londoners what they can expect from the police and from the Mayor's Office for Policing And Crime (MOPAC).

Crime remains a top concern for Londoners, so this is a bold and comprehensive plan for a safer London, with strategies and clear targets to prevent crime, seek swift and sure justice for victims, and to cut reoffending.

As Londoners we all enjoy the vibrancy, the mobility and the pace of life that this great city brings, even if that sometimes means more stress, more insecurity and more crime. But we must also recognise that London is a safe city and it is getting safer.

Since I was first elected in 2008, total crime is down, youth violence has been cut by a third, and murder rates are at levels not seen since the late 1960s<sup>1</sup>. However we cannot be complacent and I want to see crime fall even further over the rest of my term, with no neighbourhood left behind.

Our police do an amazing job, and more credit should be paid to the efforts they all make on a daily basis to keep us safe. I am delighted that this plan will strengthen the Metropolitan

Police Service by recruiting 5,000<sup>2</sup> new constables over the next three years and boosting neighbourhood policing to make the police more visible, accountable and accessible. The police accept that they can do more to strengthen community relations and offer a more personal service – so they are making a guaranteed offer of a visit to every victim of crime.

But the police cannot tackle crime alone. Safe streets depend upon having strong communities, active citizens, and agencies that respond to public concerns. And the police themselves need every partner agency – prosecutors, courts, probation – to play their part too. So this plan asks councils along with the wider criminal justice system to do more, and for the first time, the plan sets some ambitious goals for London's wider criminal justice system.

For our city to become even safer, the police and criminal justice system need the support of all Londoners too. So this plan will encourage more volunteering and engagement, support local crime prevention work, and help empower local residents in the fight against crime.

There are challenges ahead, but if we work together we will not only make our capital safer, but we will make it a fairer and more prosperous place to live, work and to visit.

I am confident this plan will help achieve my mission to make London the safest and greatest big city on earth.

**BORIS JOHNSON**

---

## INTRODUCTION FROM THE DEPUTY MAYOR



Crime and public safety matter to everyone in London. When changes to vital public services like the police are proposed, it is right that they are explained and that people have the chance to contribute to and influence those plans. In producing London's first Police and Crime Plan, we have undertaken the most extensive public consultation on policing and crime in recent memory because we realise how vital it is to get these decisions right for London.

With the support of the Commissioner, over the last three months I have visited every borough in London with Assistant Commissioner Simon Byrne, who heads up local policing, and we have spoken to almost 3,000 people at 34 public meetings. In addition the Mayor's Office for Policing And Crime (MOPAC) has received hundreds of written responses and engaged with scores of community groups. The consultation did raise particular concerns in each borough and provided the local context that has helped us to refine the plan. The result is that the final Police and Crime Plan has been improved.

There was strong support for increasing police numbers (up 1,200 in boroughs) and putting more officers into neighbourhoods (over 2,600 by 2015). Reforms to the local policing model mean the police in London will be more visible

and available with more police officers out on the street where the public want to see them. With fewer senior officers, the MPS can afford to recruit the highest number of bobbies in the Metropolitan Police's history (26,000) and have more officers at borough level in every part of London.

However, residents wanted reassurance about the future of the police presence in their area and clarity on the ways in which they could access the police. Therefore the final version of the plan has been amended to improve the overall public access offer to Londoners whilst closing counters and selling buildings. Local police will also be available for longer hours and will visit more people by appointment.

As part of the consultation we commissioned one of the largest polls of public attitudes to policing and crime in London. In a survey of over 4,000 Londoners, 8 in 10 agreed that maintaining police officer numbers should be the main priority for spending over keeping police buildings open. This supports our plan to put bobbies before buildings and to get the police out of underused and inadequate stations and back into communities where they can prevent crime and keep the public safe.

The poll by TNS also found:

- ♦ When asked what would make them feel safer, the top priority for Londoners was "more police around on the streets". This reinforces the strong preference people have for seeing more bobbies on the beat, who can help prevent and deter crime, and this is what the Mayor's budget and reforms will deliver.

- ◆ When asked what would improve the work of the local neighbourhood police teams, the top priority was for “more constables dedicated to neighbourhood policing”, followed by “neighbourhood officers available for longer hours in the day and evening” – both are key reforms in the new Local Policing Model.
- ◆ Londoners’ priorities for improving public safety in their neighbourhood include tackling gangs and preventing youth violence. The TNS survey also found strong support for the criminal justice goals this plan sets out, including “reducing delays in the criminal justice system” and “reducing reoffending” – each backed by a quarter of Londoners as a top priority. There is huge support for the guaranteed offer by the MPS of a personal visit to all crime victims that want one, backed by 8 in 10 Londoners.

We have been reassured that the crime priorities spelled out in the plan are the right ones. The 20:20:20 targets to cut seven neighbourhood crimes align with 5 of the top 10 crimes that Londoners are most worried about, according to the TNS survey. In this final plan, whilst retaining the focus on the “MOPAC 7”, we stress that these are not the only mayoral crime reduction priorities. Gangs and serious youth violence, making London safer for women, and business crime are all key mayoral priorities and we explain more about our approach in these areas.

Many responses to the consultation told us that people really want the criminal justice system to work together to support the police and victims of crime. So the final version, drawing upon the Mayor’s mandate, confirms the goals to make the wider criminal justice system more efficient and effective and sets out the aim to establish a robust performance framework for the

whole criminal justice system and not just for policing.

We are entering a new era for policing and for criminal justice oversight in London. As a strategic document, the Police and Crime Plan is not meant to include a list of all crime priorities or to set out in detail how MOPAC and other agencies plan to deliver on them. Nonetheless it lays down some clear principles and sets out a vision for London that is both ambitious and exciting.

If we achieve the objectives laid out here, then the prize for London is a big one. London’s first Police and Crime Plan provides a golden opportunity to reverse decades of declining police contact with the public and to reconnect the Met police and Londoners. And if we strengthen crime prevention, deliver swift and sure justice for victims and cut reoffending, then we can make London even safer and build the foundations for a prosperous future for our great capital city.

This is MOPAC’s plan for London, but it is also your plan. We all have a part to play in keeping our city safe and we want to hear from you about what more we could be doing. Every year we are going to report to you on the progress we have made as MOPAC works to deliver on the Mayor’s mission for London to be the greatest and safest big city on earth.



**STEPHEN GREENHALGH**  
Deputy Mayor for Policing and Crime

## ABOUT THIS DOCUMENT

### What is the Police and Crime Plan for London?

The police and crime plan is a strategic plan that outlines the Mayor's priorities.

- ♦ The Mayor of London is required by law to outline a plan that explains how the police, community safety partners and other criminal justice agencies will work together to reduce crime.
  - ♦ The Police and Crime Plan is the Mayor's strategy for tackling crime and making London safer over the next four years (2013/14-2016/17). The Police and Crime Plan reflects the Mayor's mission and priorities and the needs of Londoners.
  - ♦ The Mayor's Office for Policing And Crime (MOPAC) is a strategic oversight body tasked with devising the Police and Crime Plan and ensuring that it is delivered.
  - ♦ The content of the Police and Crime Plan is informed by the best evidence around effective crime reduction and the strategy is built upon clear objectives to be achieved.
  - ♦ This plan was subject to extensive consultation in January-March 2013, which included town hall meetings in all 32 boroughs, additional stakeholder forums, focus groups and a large online survey conducted by TNS. Over two hundred written responses were also received. Appendix 2 includes detail on that consultation exercise.
  - ♦ As a strategic document, this plan cannot address every crime type. The principles that underpin the plan will be used to shape the relationship with the MPS and criminal justice partners on all issues.
  - ♦ MOPAC will produce an annual review at the end of each financial year outlining progress.
-

# CONTENTS

## INTRODUCTION

What is the Mayor's Office for Policing and Crime?	9
--	---

## PART ONE: THE MAYOR'S MISSION AND PRIORITIES

1.1 The Mayor's mission	12
1.2 Crime priorities	13
1.3 The London context	14

## PART TWO: OBJECTIVES AND GOALS

2.1 What MOPAC want to achieve – the 20:20:20 Challenge	18
---	----

## PART THREE

3.1 Policing in London	22
3.2 New forms of public access	26

## PART FOUR

4.1 Strategies: How this will be delivered	31
4.2 Police Performance and Resources	33
Cutting neighbourhood crime by 20%	33
Boosting confidence by 20%	38
Cutting costs by 20%	44
4.3 Crime Prevention	47
People	48
Places	50
Problems	52
4.4 Justice and Resettlement	57
Reform	58
Reparation	61
Rehabilitation	63

## PART FIVE

5.1 Performance and accountability	69
5.2 Finance and resources	74
5.3 Smart commissioning	75
5.4 Meeting the strategic policing requirement	76

## APPENDICES

Appendix 1: Local Policing Model	80
Appendix 2: Police and Crime Plan Consultation	81

GLOSSARY	83
----------	----

ENDNOTES	85
----------	----

---



## INTRODUCTION

### What is the Mayor's Office for Policing And Crime?

The Mayor's Office for Policing And Crime (MOPAC) was established in January 2012<sup>3</sup>. It is led by the Mayor of London, Boris Johnson, supported by the Deputy Mayor for Policing and Crime (DMPC), Stephen Greenhalgh.

The Mayor has several key roles in this capacity; most importantly, setting the strategic direction and accountability for policing, based on consultation with the public and victims of crime, as well as the commitments made in his manifesto. In doing this he must ensure that the voices of the public, the vulnerable and victims are represented. He is responsible for the formal oversight of the Metropolitan Police Service (MPS), including budget-setting, performance scrutiny and strategic policy development. Operational decision-making on day-to-day policing matters remains the responsibility of the Commissioner.

The Mayor is responsible for setting a budget for policing and has considerable powers to commission services and provide grants to address crime and disorder issues. He is responsible for ensuring the MPS is run efficiently and effectively, so that Londoners are getting the best service possible from their police, given the limited resources available.

The Mayor must work with partners to prevent and tackle anti-social behaviour and crime as well as protecting the vulnerable. This means ensuring the police respond effectively to concerns

and threats to public safety, promoting and enabling joined up working on community safety and criminal justice, and increasing public confidence in policing. It means working with the criminal justice system and other partners to prevent crime, seek swift and sure justice for victims and reduce reoffending.

There are some threats that require a regional or national response. This is particularly true for London, as a global capital city and the economic and political capital of the UK. The Mayor contributes to resourcing of the policing response to such threats and ensures that London is able to play its part in respect of the Home Office's "Strategic Policing Requirement".

This plan sets out how the Mayor will discharge his responsibilities through MOPAC and his commitments to Londoners over the next four years. See Part 5 for more on MOPAC's role in budget-setting, performance oversight and commissioning.

# PART ONE THE MAYOR'S MISSION AND PRIORITIES







## 1.1 THE MAYOR'S MISSION

### 1.1.1

The first duty of the Mayor is to protect Londoners. This plan outlines, for the first time, how the Mayor aims to deliver his crime and policing priorities on behalf of London over the next four years, through the work the police do to prevent crime and enforce the law, and also through bringing together communities, the voluntary sector and relevant agencies to ensure that complex problems are addressed through the unique contributions each partner can make.

### 1.1.2

The Mayor of London, Boris Johnson, has described his mission and priorities for policing and crime reduction in the capital over the next four years. That statement outlines the following mission to deliver:

- ♦ A metropolis considered the greatest and the safest big city on earth.
- ♦ A Metropolitan Police Service (MPS) that becomes the UK's most effective, most efficient, most respected, even most loved police force.
- ♦ A capital city where all public services work together and with communities to prevent crime, seek justice for victims and reduce reoffending.

### 1.1.3

The Mayor's mission is backed by the following priorities that guide the work of MOPAC:

- ♦ Hold the Metropolitan Police to account and deliver the Mayor's manifesto commitments and expectations.
- ♦ Challenge the Metropolitan Police and other criminal justice agencies to deliver value for money for the taxpayer and meet the challenge of service delivery with fewer resources.
- ♦ Ensure that all of London's public service agencies work together and with communities to prevent crime, seek swift and sure justice for victims, and reduce re-offending.

### 1.1.4

In order to respond to the financial challenges MOPAC and the MPS face, this plan outlines some of the difficult choices the Mayor has had to make, such as prioritising high police numbers and selling expensive and under-utilised buildings. It also outlines his crime reduction objectives, particularly in relation to reducing neighbourhood crime, in seven key areas – burglary, vandalism (criminal damage), theft from and theft of motor vehicles, violence with injury, robbery and theft from the person.

## 1.2 CRIME PRIORITIES

### 1.2.1

In developing this plan, the Mayor and MOPAC have listened to what Londoners think are their key crime and community safety priorities. During 2012, the biggest concerns raised by respondents to the MOPAC “Have Your Say”<sup>4</sup> survey were anti-social behaviour (ASB); gangs; stop and search; and the relationship between young people and the police. Other issues that are commonly raised are the accessibility and visibility of the police, burglary and drug related crime as well as gun and knife crime and street crime. This was further reinforced by a poll carried out for MOPAC in 2013 that identified burglary, street crime and ASB as the issues that concern them most.

### 1.2.2

These issues were reflected in the Mayor’s manifesto when he was re-elected in 2012<sup>5</sup>. His pledges are to:

- ♦ Strengthen the Metropolitan Police Service and drive a renewed focus on street policing.
- ♦ Give victims a greater voice.
- ♦ Create a safer London for women by tackling violence against women and girls.
- ♦ Develop smarter solutions to alcohol and drug crime.
- ♦ Help London’s vulnerable young people.

### 1.2.3

In addition, the Mayor has placed special emphasis on a number of additional public safety challenges and concerns of Londoners. These include: hate crime and crimes against disabled people, serious youth violence, and business crime.

---



## 1.3 THE LONDON CONTEXT

### 1.3.1

The founder of the Metropolitan Police, Sir Robert Peel, understood that security and public safety are the preconditions for prosperity and a thriving civil society. Public safety is the foundation of social well-being and is the vital underpinning of London as a successful city. Everything we want to see flourish – family life, public spaces, the businesses that we depend upon and, crucially, the culture and environment that our children grow up in – requires a basis of civic order.

### 1.3.2

It is for this reason that maintaining order is the first duty of government, and as such, the Mayor of London's most critical function is the oversight of policing in the capital. This makes the mission of MOPAC – and the performance of the MPS – of vital significance.

### 1.3.3

Cities need to grow or otherwise they die. But economic growth in London cannot happen if the streets are not safe and order is not maintained. As London grows and becomes more diverse, we cannot take public safety for granted. For these foundations to be maintained requires a constant focus on the first duty of government and vigilance against the whole host of security challenges that the modern world presents.

### 1.3.4

Due to London's size and unique place as a hub for international trade, tourism and migration, the city accounts for around a fifth of all recorded crime across the UK<sup>6</sup> and the city hosts a unique and highly mobile criminal element.

### 1.3.5

In addition to day-to-day criminal activity, the Metropolitan Police and other agencies must deal with unique challenges that other cities in the UK do not face to the same degree – including public order events and demonstrations, as well as the threats posed by organised criminals and terrorists. The reputation of London as a safe city and a stable place to invest and grow depends upon an effective response to the whole host of crime and disorder challenges that we encounter.

## The Crime Picture in London

### 1.3.6

London is already a very safe city when compared to other global cities. The likelihood of being a victim of crime is low in London. There has been a long term reduction in crime over several years and the murder rate in London is lower than it has been for a generation. Nevertheless, crime in London is higher when compared with other parts of England and Wales, and fear of crime remains a concern for too many Londoners.

### 1.3.7

Data from Her Majesty's Inspectorate of Constabulary (HMIC) shows that London has high crime rates compared to other forces in England and Wales, and that this is true across a number of crime types.

### 1.3.8

In 2011/12, the MPS recorded by far the highest crime rate in England and Wales when measured by total volume. However, despite the higher per capita ratios, when its urban nature and population density are taken into consideration, the level of crime in London is generally in line with that other urban areas of England and Wales. In a number of key areas – robbery, knife crime, and gun crime – crime in London is higher.

### 1.3.9

Nearly 50% of recorded crime in London is recorded in the following categories: burglary, violence with injury, robbery, theft from the person, criminal damage or motor vehicle crime (theft from or theft of). In terms of MPS performance against these seven priority crime types the MPS is under-performing. In 2011/12, the MPS had the highest national levels of recorded crime for vehicle crime,

burglary, theft from the person and robbery. Violence with injury figures in the MPS were also second highest nationally. Only criminal damage and arson were below the national average.

### 1.3.10

Furthermore, in crime types where there was a national downward trend in recorded crime from 2008-2011, the MPS had either a slower drop, or even an increase. For example, for vehicle crime most forces showed a drop in recorded crime over this period; the MPS had the lowest percentage decrease of any force. For robbery and burglary, the MPS actually showed an increase in recorded crime (HMIC VfM Profiles 2012)<sup>7</sup>. So, it is clear that more progress needs to be made and Londoners are right to expect better performance against crime. These are at the heart of the changes in policing that drive this plan.

# PART TWO OBJECTIVES AND GOALS







## 2.1 WHAT MOPAC WANT TO ACHIEVE – THE 20:20:20 CHALLENGE

### 2.1.1

MOPAC's priorities are to:

- ♦ Hold the MPS to account and deliver the Mayor's manifesto commitments and expectations.
- ♦ Challenge the Metropolitan Police and other criminal justice agencies to deliver value for money for the taxpayer and meet the challenge of service delivery with fewer resources in the years ahead.
- ♦ Ensure that all of London's public service agencies work together and with communities to prevent crime, seek swift and sure justice for victims, and reduce reoffending.

### 2.1.2

This plan proposes clear performance measures that focus on results, not process or activity. This can be summarised as a 20:20:20 Challenge. In order to achieve the mission and priorities, MOPAC have to:

- ♦ Reduce key neighbourhood crimes by 20%, which means up to 250,000 fewer crimes.
- ♦ Boost public confidence in the police by 20%, up to 75%.
- ♦ Cut costs by 20% by delivering £500m savings.

### 2.1.3

While recognising that the MPS face unique challenges, one must also acknowledge that improvements in crime reduction and public confidence are necessary. Levels of public confidence in the MPS are too low. It has the lowest

victim satisfaction rate in England and Wales, and low rates of user satisfaction, particularly amongst black and minority ethnic (BME) and young Londoners<sup>8</sup>.

### 2.1.4

MOPAC's role is to hold formal oversight of the police service on behalf of London. The Commissioner of the Metropolitan Police Service has accepted these objectives. MOPAC will both challenge and support the service to deliver the Mayor's objectives. Day-to-day operational responsibility for policing is clearly the responsibility of the Commissioner, guaranteed by a formal protocol<sup>9</sup>. It is the role of MOPAC to support the police service through:

- ♦ Strategic policy development.
- ♦ Performance scrutiny.
- ♦ Budget setting and monitoring.

### 2.1.5

But the role of MOPAC is broader than policing. It extends to working with the community safety and criminal justice agencies, who work alongside the police, and are critical to cutting crime and protecting the public.

### 2.1.6

An effective criminal justice system, focused on swift and sure justice and reducing reoffending is key to public confidence and making communities feel safe. The police are integral to the success of the criminal justice system and we are determined to ensure all parts of the system, including the police, do all they can to make the criminal justice system in London more efficient and effective. Therefore, for the first time, the Mayor has set London's criminal justice process agencies clear goals as part of a separate 20:20:20 Challenge:

- ♦ To seek swifter justice for victims by reducing delays in the criminal justice system by 20%.
- ♦ To achieve surer justice by increasing compliance with community sentences by 20%.
- ♦ To reduce reoffending by young people leaving custody in London by 20%.

2.1.7

The London Crime Reduction Board, chaired by the Mayor, will monitor progress towards these new and important goals (see Part 5).

# PART THREE

# POLICING IN

# LONDON







## 3.1 POLICING IN LONDON

### 3.1.1

The Mayor is responsible for ensuring that the MPS is run efficiently and effectively, so that within the available resources, Londoners receive the best possible service from their police. In his manifesto the Mayor pledged to strengthen the MPS and drive a renewed focus on street policing.

### 3.1.2

In order to achieve the 20:20:20 Challenge, the MPS has to change. The proposals in this plan are nothing less than a transformation in policing that will deliver more police on the streets, and a shift in focus towards the front-line, with the intention that they should be better equipped, better trained and better deployed and so more able to act directly for and with the public. By reforming the back office, including reducing the number of senior officers and supervisors, releasing under-utilised assets and reducing overheads, MOPAC will fulfil the Mayor's commitment to keep police numbers high. Despite a reduced budget, this plan will:

- ♦ Keep police numbers as high as possible at or around 32,000 with a record high number of police constables (26,000), as well as nearly 1,200 extra officers in boroughs.
- ♦ Increase the visibility and availability of police officers by working with the MPS to roll out a new Local Policing Model that enhances neighbourhood policing.
- ♦ Improve public access by bringing the police to the public in new ways, such as guaranteeing that every victim of crime is offered a visit and opening up more of the local policing estate to the public, whilst co-locating contact

points in public buildings such as libraries, hospitals and council offices.

- ♦ Provide resilient, visible, flexible and accountable local policing that is focused on reducing crime and boosting confidence.
  - ♦ Provide for more police officers in every borough and guarantees that each borough will be led by a dedicated borough commander.
  - ♦ Redeploy over 2,600 officers into neighbourhoods and refocus neighbourhood teams so that they have a broader remit to reduce crime, investigate offences, tackle offending and support victims.
-

## Local policing

### 3.1.3

The aspiration for the MPS is to be the best and most loved police service in the world. In order to ensure that the MPS is able to meet the Mayor's challenge to strengthen the front line, increase the number of officers out on the street and reduce costs, the MPS is undergoing a transformation. The new 'One Met Model'<sup>10</sup> involves a radical reorganisation of the Service, as well as fundamental changes to the way the MPS delivers policing services.

### 3.1.4

One of the fundamental principles of the 'One Met Model' is to make Neighbourhood Policing the foundation of policing in London. It will ensure that the MPS deploys police officers and staff flexibly to meet demand across London. It will allow the MPS to meet the Mayor's pledge to maintain police officer numbers at around 32,000, with some 19,000 officers working in boroughs and tackling local policing priorities by 2015. Borough policing will be organised based on the Local Policing Model which will be implemented by October 2013.

### 3.1.5

The Local Policing Model puts neighbourhood policing at the heart of what the MPS does. It will ensure service delivery is consistent, flexible and responsive to the needs of Londoners. Safer neighbourhood teams (SNTs) will be led by a Neighbourhood Inspector who will be accountable for dealing with crime and disorder – such as anti-social behaviour, robbery and burglary – in a local area. Each ward will have a dedicated named police constable and police community support officer (PCSO), who will provide recognisable

faces within the community and will continue to work closely with their Safer Neighbourhood ward panels, made up of members of the local community who will set the team priorities. The Commissioner has made a promise that these dedicated ward officers will not be 'abstracted' away to deal with other issues. The Mayor and the Commissioner recognise the value of Safer Schools Officers as an early point of contact for positive engagement with young people, so every secondary school that wants one, will have a named Safer Schools Officer. Overall, nearly 4,500 officers will be dedicated to neighbourhood policing. This is 2,600 more officers working directly in neighbourhoods than in 2011, on issues that matter to local people such as visibility, reassurance and crime prevention.

### 3.1.6

SNTs will be supported by other local policing teams. Every borough will continue to have a team who specialise in responding to emergency calls and provide a high quality service at that first contact with police. When not on a call, emergency response teams will be deployed on patrol. The MPS will increase resources in response, with over 7,000 police officers working in response teams.

### 3.1.7

An investigative unit (commonly known as CID) on each borough will continue to investigate serious offences and the most vulnerable victims (of domestic violence, racist and homophobic crime) will still be looked after by locally based community safety units. The Borough Commander will ensure that resources are deployed proactively and according to changing need.

### 3.1.8

---

Local Policing Model resources do not comprise the whole resource working at borough level by any means. Borough policing is supplemented by other units from across the MPS such as Public order and mounted police who police London events and public disorder, traffic officers who police the road network and work closely with Transport for London (TfL) to reduce road related injury and deaths, specialist crime investigators who solve murders and complex crime investigations, and counter-terrorism officers who protect London from the terrorist threat.

**3.1.9**

In delivering the new Local Policing Model, MOPAC will:

- ♦ Hold the Commissioner to account for maintaining the levels of policing outlined above including the commitment to ensure that each ward has a named Police Constable and a named PCSO as a minimum.
- ♦ Monitor abstractions and visibility on a quarterly basis to ensure that abstraction levels are kept to a minimum.
- ♦ Oversee the remodelled MPS workforce to ensure that supervision ratios are adequate and that the quality of supervision at all ranks is upheld.
- ♦ Encourage the MPS to have stable local leadership by retaining borough commanders in post for at least two years and where new postings take place, to ensure that the protocol with boroughs and local partners is respected.

## **Policing for the twenty-first century**

**3.1.10**

The Local Policing Model is just one component of a broader reform plan. Over the longer-term, the overriding goal of all the police reforms outlined in this plan is to strengthen the MPS and reverse decades of declining police contact – to reconnect the police with the public and the public with the police. This goal accords with the spirit of the Peelian principle that the ‘police are the public and the public are the police’. Changes to ensure the police are more visible and available, and to invest in the frontline, will not only make the police more effective at fighting crime, but they will also help to reconnect Londoners with the first public service.

**3.1.11**

MOPAC’s long-term objective must be to reinvigorate the policing tradition that London began, with a new focus on training and equipping a new generation of police officers to be world-leading examples of our proud policing tradition, with policies that support the concept of the twenty-first century beat bobby. MOPAC and the MPS believe that by investing in new technology and supporting innovation, we can help empower the frontline constable to be even more effective at preventing crime and tackling disorder. With new techniques like predictive policing to pre-empt where crime will occur, and by targeting resources on crime hotspots, we want London’s twenty-first century beat bobby to be the model for modern policing by consent across the developed world.

**3.1.12**

MOPAC’s vision is for police who are highly trained and motivated, enabled by

---



technology that keeps them mobile and on the street, deployed by neighbourhood inspectors to locations where they can best fight crime, whilst being more accessible to the public than ever before. For this we need to invest in skills and training so that the shift in focus towards street policing, as planned in the new Local Policing Model, is backed up by a workforce that is properly supported to make the best use of information and modern technology. MOPAC will engage fully to support the MPS training agenda and build a body of policing knowledge through the new College of Policing<sup>11</sup>, and will lead technology development and innovation through the new Police ICT Company<sup>12</sup>.



## 3.2 NEW FORMS OF PUBLIC ACCESS

### 3.2.1

As well as radical internal re-organisation, the Mayor and the MPS are seeking to modernise the way in which the police engage with Londoners. The way in which the public contact the police has changed in recent years and the speed with which technology is developing will only accelerate this. The vast majority (over 80%) of those contacting the police, do so by phone and the number of people coming into police stations either to report a crime or for any other reason has fallen significantly in recent years<sup>13</sup>. This is compounded by the fact that many police stations are not the most welcoming of places, as Her Majesty's Inspectorate of Constabulary noted in its Policing in Austerity review in 2011/12:

*"While the public retain allegiance to the traditional front counter, the experience of actually using them can be less inviting. Despite the best efforts to improve accessibility it often said that the appearance of the front counters (i.e. their physical architecture, often with protective screens, intercoms/ microphones and fixed furniture) can create an aura of hostility. A shift to shared provision does provide an opportunity for the police to redefine their approach to the relationship with the public and become closer to the community by making services available to where the public choose to be or would be for other purposes."*<sup>14</sup>

### 3.2.2

Analysis of how Londoners contact the police shows that contact by telephone (emergency and non-emergency) remains by far the most frequent method of contact. Analysis also shows that the number of crimes reported at front counters has almost halved since 2006/7 (this equates to a drop of 100,000). Use of technology as a way of contacting the police – either by e-mail or to report crime online is slowly increasing.

### 3.2.3

In developing a new public access promise, the Mayor and the Commissioner are reflecting the choices that Londoners have already made in how they want to interact with the police. They want to reach the police on the phone, by email or online and want to see more officers out in the community on the streets, rather than being stuck behind desks.

### 3.2.4

The offer to London has also been substantially enhanced with the total care for victims of crime pledge by the MPS that every victim, regardless of

the offence, will be offered a visit by an officer to see them at a convenient time and place. This commitment to “come to you” means that every victim is supported in an environment they are comfortable in and those who need special support, such as translation or sign language provision, will get it – something that often is not available if people just walk into a police station. Alongside this the MPS will promote greater use of online services such as crime reporting, reporting lost and found property as well as being able to pay fees on line and request a call back at a suitable time. In addition, the MPS will make better use of mobile technology such as SMS/ texting, and of ‘apps’.

#### 3.2.5

Front counters in police stations remain a core part of the plan to deliver accessibility. Although front counters will reduce in number, an approach will be introduced that aims to improve comfort and accessibility and enhance service delivery. Each Borough will have a front counter open all day, every day – 24/7. These will be supplemented with a further 40 front counters with non 24/7 opening hours. A new role, known as public access officer, is being created to ensure delivery of a consistent and professional service to members of the public. The Mayor recognises that some locations may not be suitable venues for victims to report crimes such as rape or that home visits for victims of domestic violence may not always be appropriate and will ensure that officers give victims options to ensure they have a safe, private and confidential space to report crime.

#### 3.2.6

Minimum core opening hours will be standardised across the MPS. These opening hours may be further enhanced with the help of volunteers.

#### 3.2.7

Identified contact points within every Borough will be staffed by the Safer Neighbourhood Team at regular advertised times and for at least three hours every week. These contact points will be identifiable through MPS signage and may be in existing neighbourhood bases. Some locations will not necessarily be dedicated to police activity. The contact points provide the opportunity for members of the public to do most of the activities they would be able to do at a front counter, including reporting lost property, reporting crime or anti-social behaviour, seeking crime prevention advice, registering complaints and providing witness statements.

#### 3.2.8

Appointment volumes increased by about 38% in 2012 allowing an extra 36,000 victims<sup>15</sup> of crime to be seen by appointment. This is increasingly becoming a feasible and attractive option to members of the public. The increased provision of Safer Neighbourhood Teams (SNTs) to local areas will make it possible for the MPS to increasingly offer face to face appointments at a time and place chosen by members of the public.

## 3.2.9

SNT will host opportunities for the communities in their wards to 'have their say'. They will do this through the use of ward panels, street briefings, providing a named officer for every secondary school who wants one and providing an officer to community locations including colleges and places of worship once a month.

## 3.2.10

In developing this plan, the Mayor and the Commissioner have had to make some very difficult choices including closing some front counters. The counters that are closing are predominantly where footfall is low and where buildings no longer meet the operational requirements of the local borough. As a result of the consultation exercise that underpins this plan, fewer front counters are closing, more local police stations will be retained to ensure effective and optimum deployment of police officers across London, and more of the police estate will be open to the public.

## 3.2.11

In delivering the new model of public access, MOPAC will

- ♦ Monitor the levels of activity across all the methods of contacting the police as well as responsiveness (e.g. % 999 calls answered within target).
  - ♦ Monitor complaints to understand whether there are any emerging trends in relation to public access.
  - ♦ Explore innovative ways of providing contact points and delivering transactional services with pilots running by Summer 2013.
-

# PART FOUR STRATEGIES – HOW THIS PLAN WILL BE DELIVERED





PUBLIC

UNDERGROUND

SUB

local  
taxi  
Mon - Sun  
11am - Midnight  
Evening  
Standard

SAMSUNG

1911

GO

TO McDONALD'S

TD

SAM

Budweiser

2006 FIFA WORLD CUP  
GERMANY

GER KING

pharmacy

beauty

BAKERLOO LINE

PICCADILLY LINE

PUBLIC TOILETS

TRAVEL INFORMATION

The last entrance to close is  
the one outside Lillywhites

PICCADILLY CIRCUS  
STATION



## STRATEGIES: HOW THIS PLAN WILL BE DELIVERED

### 4.1.1

The objectives set out earlier in this plan will be pursued across three pillars, reflecting the three core elements of the Police and Crime Plan. These are police performance and resources, crime prevention, and justice and resettlement.

### 4.1.2

The strategies are based on some common principles which underpin the delivery of the programmes outlined in this Police and Crime Plan:

- ♦ Smart commissioning and payment-by-results: The Mayor's Office has significant new commissioning powers and it is incumbent on MOPAC to ensure that it delivers value for money on behalf of Londoners by funding in new ways and paying for outcomes (see Part 5).
- ♦ Local delivery and devolution: Those working at a local level have the best understanding of local need, but MOPAC will work on strategic alignment across London, where appropriate, in order to ensure co-ordination and maximum impact. MOPAC has worked closely with London Councils to establish a commissioning process that reflects this principle and seeks to work more closely with London Councils and the London boroughs to deliver key aspects of this plan.
- ♦ Transparency and engagement: The Mayor and MOPAC are committed to being open about their objectives and performance, publishing clear guidance for commissioning and maintaining an on-going dialogue with partners across London and central

government as well as across the voluntary and statutory sectors.

- ♦ Interventions based on evidence and what works: MOPAC will support evidence based commissioning and initiatives that share best practice among partners including Project Oracle and the proposed London Crime Prevention Council.
- ♦ Teamwork and agency join-up: using MOPAC to build alliances and to convene London agencies and voluntary sector organisations, and private sector partners where appropriate, to foster sustainable, local partnerships that deliver on behalf of London.

## Building the evidence base

### 4.1.3

During his first term the Mayor developed "Project Oracle", a programme for understanding and sharing what really works in improving the lives of children and young people in London. As social challenges mount and the money available shrinks – now, more than ever, it is important to achieve genuine long-term improvements while making every penny count.

---

## 4.1.4

The Mayor is keen to extend the notion of building a robust evidence base to inform crime prevention initiative funding decisions, evaluations and wider MOPAC policy decisions by establishing a London Crime Prevention Council (LCPC), drawing on ideas from the well-established Swedish National Council for Crime Prevention. The LCPC would be made up of a core group of key academics and practitioners in the field and 'visiting experts' who would be called upon depending on the subject matter. Frequency and format of meetings will be developed to most appropriately meet business need and will be flexible to accommodate changing workloads.

## 4.1.5

MOPAC will facilitate the LCPC by providing secretariat support, arranging meetings, co-ordinating commissioning arrangements, and informing the agenda alongside the members. However, the LCPC would function as an independent advisory body that would 'sit at arm's length', promoting a proactive rather than reactive agenda.

---





## 4.2 POLICE PERFORMANCE AND RESOURCES

### 4.2.1

Holding the police to account is a core function of the Mayor of London and MOPAC. The performance of the police is critical to public safety and without an efficient and effective Metropolitan Police Service, wider efforts to prevent crime will not succeed.

### 4.2.2

The police cannot tackle crime alone, but police activity can affect crime rates and it is therefore reasonable to take crime levels into consideration when judging police performance and to hold the police to account for reducing some crime types by setting challenging targets.

## Cutting Neighbourhood Crime by 20%

### 4.2.3

Crime has been steadily falling in recent years. But there is scope for further improvement.

### 4.2.4

The Mayor's aim is to drive down crime by at least 20% in the key categories of burglary, vandalism/criminal damage, theft of and from motor vehicles, violence with injury, robbery and theft from the person. This challenge to the police has been accepted by the Commissioner.

### 4.2.5

These seven crime types have been selected by MOPAC as they:

- ◆ Are high volume.
- ◆ Have sizeable impact on Londoners.
- ◆ Are clearly understood by the public.

### 4.2.6

These seven neighbourhood crime types also all victim-based offences. Crimes that are typically only discovered by the police as a result of their proactivity, such as possession of offensive weapons and drugs offences have been excluded because decreases in these crimes could indicate reduced police activity rather than less criminal activity.

### 4.2.7

The neighbourhood crime types that comprise the 20:20:20 Challenge make up half of all Total Notifiable Offences<sup>16</sup> and a large volume of crime in a locality and therefore progress against these categories will have a disproportionate effect on wider public safety. If a 20% reduction was achieved, there could be

around 250,000 fewer victims of crime in London in 2016<sup>17</sup>.

#### 4.2.8

In addition, tackling anti-social behaviour (ASB), or quality of life crime, is critical to addressing perceptions of disorder in a neighbourhood, and although MOPAC is setting no explicit targets for the police in this area, ASB is one of the three priorities for the London Crime Reduction Board, chaired by the Mayor.

#### 4.2.9

Separate from these neighbourhood crime types and quality of life crime, the Mayor wants to see more progress against key offences which have a huge impact on victims. Performance in these areas, for example domestic violence, rape, other serious sexual offences, and hate crime will also be actively monitored. These currently attract low reporting rates. Instead of setting targets, the intention is to drive up reporting while driving down the incidence of crime. Evidence that the police are addressing these serious offences effectively is likely to be an important factor in increasing public confidence in the police.

#### 4.2.10

##### MOPAC will:

- ♦ Hold the Commissioner to account for achieving a 20% reduction in the 7 key neighbourhood crime types by 2016. Progress will be monitored monthly as part of the formal bi-lateral between the Deputy Mayor and the Commissioner and quarterly at the MOPAC Performance Challenge meetings, which are chaired by the Mayor and held in public (see Part 5).
- ♦ Develop a performance monitoring framework for all crimes that concern the public including ASB, gun

and knife crime, rape and sexual violence and hate crime, in order to ensure that the MPS activity is not inadvertently distorted and progress can be monitored properly. This will allow MOPAC to ensure that it is able to hold the MPS and relevant partners to account for meeting their duties under relevant legislation, such as safeguarding of children and promotion of their welfare.

- ♦ Provide reassurance to the public that they can have confidence in the MPS's crime data by regularly reviewing their internal data management processes to ensure they are robust and using the full range of internal and external audit mechanisms to ensure accuracy and integrity.
- ♦ Publish crime data through the London Datastore on a monthly basis and continue to support [www.police.uk](http://www.police.uk) – the national crime mapping website that allows the public to monitor crime in their streets and also keep track of outcomes.

### **Tackling Gangs and Serious Youth Violence**

#### 4.2.11

Young people's lives are blighted as a result of gang activity, especially as victims, but also as perpetrators. Gangs are a significant driver for a range of criminal activity, ranging from drug supply, knife crime, and serious violence through to firearms offences and murder.

#### 4.2.12

Tackling gang-related offending and violence in London is a key priority for Londoners. A poll conducted by TNS during the consultation on the draft of

this plan in 2013 found that 49% of Londoners identified 'Tackling Gangs' as one of their top three priorities to improve public safety in their neighbourhood, and 37% identified 'Preventing Youth Violence'<sup>18</sup>.

#### 4.2.13

In February 2012, the MPS refocused the Trident operation to become the Trident Gang Command, a centralised unit which manages the collation of information and intelligence relating to individuals associated with criminal gang activity who are assessed as posing a high risk of harm. The Trident Gang Command<sup>19</sup> drives enforcement activity for borough-based Trident Gang Units. This assertive enforcement must come hand in hand with the opportunity for those involved in gangs to exit a life of violence and crime.

#### 4.2.14

The London Crime Reduction Board has published a comprehensive anti-gang strategy<sup>20</sup>, aimed at ensuring an effective multi-agency response to gangs ranging from delivering preventative programmes focused on diverting young people away from gang-related offending, to ensuring that there is a shared model for identifying and prioritising action against the most harmful gang members, so that the police and criminal justice agencies can monitor control and incapacitate the most dangerous gang offenders.

#### 4.2.15

##### MOPAC will:

- ◆ Ensure that the Commissioner has sufficient resources to deliver a Trident function for the remainder of this mayoral term.
- ◆ Hold the Commissioner to account for delivering effective enforcement. Activity will be monitored through the performance framework.
- ◆ Work through the London Crime Reduction Board to deliver the key aims in the LCRB's Anti-Gangs Strategy
- ◆ Use the London Crime Prevention Fund to encourage local authorities to deliver anti-gang initiatives in their local areas.
- ◆ Use the LCRB anti-gangs strategy to guide commissioning from 2013, supporting an evidence based approach to commissioning and delivery of effective programmes and interventions to reduce participation in gangs and gang related violence and offending including domestic and sexual violence and promoting positive role models of masculinity and respect for women and girls.
- ◆ Work with partners on the LCRB, VAWG Panel and London Safeguarding Children Board to implement a strategic framework and minimum standards on responding to gang-associated young women and girls to strengthen the way boroughs address these issues

## Counter terrorism

4.2.16

As a global capital and financial centre as well as the seat of national Government, London will always be at risk from terrorism. The MPS attracts considerable additional funding from Government in order to counter this threat and plays a significant leading role in delivering the UK's national counter-terrorism strategy (CONTEST)<sup>21</sup>. It is vital that all officers in the MPS and partner agencies work together to reduce the threat from terrorism. Because terrorist plots can be developed from anywhere, it is important that the MPS forms a critical part of the national CT Network. The MPS also hosts a number of national policing functions that deliver specific aspects of the CONTEST strategy.

4.2.17

### MOPAC will:

- ♦ Work with the Commissioner to ensure that the Mayor and the MPS deliver their commitment to the strategic policing requirement.
- ♦ Ensure that the MOPAC police accountability framework includes appropriate scrutiny of counter-terrorism activity as well as the complex funding arrangements in this area. This will include quarterly bi-laterals with the Assistant Commissioner with responsibility for counter-terrorism.
- ♦ Work with other Police and Crime Commissioners from across the national CT network to undertake co-ordinated oversight of the network as well as support active engagement at a national level.

## Confronting serious and organised crime

4.2.18

The MPS is at the forefront, alongside the new National Crime Agency (NCA), in confronting the organised crime threat in this country. Among the priorities will be seizing the proceeds of crime from offenders so they understand that crime doesn't pay. Those resources will be ploughed back into the communities that have been blighted by their crimes. The MPS will disrupt more of the drug dealers and top organised crime gangs affecting Londoners as well as work with the NCA and the UK Border Agency (UKBA) to tackle human trafficking.

4.2.19

### MOPAC will:

- ♦ Monitor the number and value of seizures of criminal assets made through the use of the Proceeds of Crime Act and maximise the resources being ploughed back into communities.
  - ♦ Monitor the estimated number of organised criminal networks disruptions annually.
  - ♦ Ensure that the new drugs strategy includes a focus on reducing cultivation, dealers and organised criminal networks.
  - ♦ Work with UKBA to ensure that there is effective joint working so that offenders that are foreign nationals with links to organised crime abroad are dealt with robustly under criminal law and immigration rules.
-

### **Taking business crime seriously**

4.2.20

One of the Mayor's key ambitions is for London to maintain its status as an economic and financial powerhouse. In order to do that, businesses need to feel that their security is being addressed. This is just as important for the hundreds of thousands of small businesses in London as it is for the global institutions based here.

4.2.21

MPS statistics show that business crime is down in the current year compared to 2011/12. However under-reporting remains a major issue. Businesses must be confident to report the crimes perpetrated against them, from fraud to theft to vandalism. As crime types evolve, the MPS and partners must keep pace with the threats from home and increasingly from abroad, and work together to protect London's companies and vital economic interests from the growing threat posed by cyber-crime.

4.2.22

#### **MOPAC will:**

- ♦ Support the Deputy Commissioner, the MPS lead on business crime, to work with other key partners such as the City of London Police and the National Crime Agency to develop a common strategy to address business crime and improve confidence.
- ♦ Agree a comprehensive strategy to tackle business crime by end of 2013. The strategy will include ensuring there is better engagement with the business sector as well as better promotion of self-policing initiatives such as Shop Watch and Pub Watch.

- ♦ Encourage local community safety partnerships and business partnerships to consider what more they can do to support the reduction of business crime in their locality.
- ♦ Work with the City of London Police to promote ActionFraud, the UK's new single national fraud and internet crime reporting centre.

### **Maintaining public order**

4.2.23

The MPS deals with an average of 4,000 public order events every year<sup>22</sup>. These include sporting matches, ceremonial events, New Year's Eve celebrations and the Notting Hill Carnival as well as marches and demonstrations – some of which can mean responding to disorder.

4.2.24

Public order policing is consistently under the spotlight; in August 2011 the MPS faced its largest public order challenge in recent decades with the August riots which were in sharp relief to the safe and secure delivery of the Olympic and Paralympic Games in 2012 – the largest peacetime security operation this country has seen.

4.2.25

The Mayor and the Commissioner are committed to ensuring that the riots across London in August 2011 are not repeated. Appropriate resilience and preparedness must be achieved and maintained. Following the MPS's internal review of the riots (Operation Kirkin), a number of changes have been made. The focus should not solely be on police numbers but also about the ability to quickly and effectively deploy well-trained, well-equipped officers to what can be volatile, fast-moving and unpredictable situations.



4.2.26

Working with the Commissioner, MOPAC will:

- ♦ Introduce through the new local policing model, borough tasking teams so that Borough Commanders have sufficient resilience to respond quickly to emerging problems.
- ♦ Seek assurance that there are sufficient public order-trained officers available, with the equipment needed to undertake their role and that the MPS's Service Mobilisation Plan ensures adequate resilience.
- ♦ Improve connections with local communities to ensure community tensions are identified and acted on swiftly, where issues arise.
- ♦ Assess how the MPS is improving its ability to monitor and analyse social media and the internet to improve intelligence gathering and the tactical response to emerging disorder issues.

## **Boosting confidence by 20%**

4.2.27

The public rightly hold the police in high esteem, and value the job that they do. This itself is a precondition for the British model of policing by consent. However, only 62% of Londoners have confidence in the MPS<sup>23</sup>. This is why a 20% improvement in public confidence in the police is a vital component of the 20:20:20 Challenge. This is particularly true for Black and Minority Ethnic Londoners' whose confidence in the police is lower than that of white Londoners. Boosting confidence is also important so that the Mayor and the Commissioner can start to address the gap between the reality of declining crime levels and the public perception of crime levels.

4.2.28

The MPS have carried out robust analysis of their Public Attitude Survey and identified four key drivers of public confidence:

- ♦ Effectiveness in dealing with crime – responding to emergencies; tackling and preventing crime; supporting victims and witnesses; providing a visible presence; and policing public events.
  - ♦ Engagement with the community – committed to and engaged with the community; listening, understanding and dealing with their concerns; and delivering on their promises.
  - ♦ Fair treatment – treat people fairly and respectfully; be helpful, friendly and approachable.
  - ♦ Alleviating local anti-social behaviour – reducing and being seen to address local disorder.
-

4.2.29

**MOPAC will:**

- ♦ Challenge and support the MPS to boost public confidence as part of the 20:20:20 Challenge, driving up the MPS rating to 75% by 2016.
- ♦ Develop a Public Safety Index for London, drawing on international examples which will further inform the public and provide reassurance about the city's relative safety.
- ♦ Convene a "Policing in Global Cities" conference to ensure that London is able to draw upon international experience and best practice.

**Improving confidence in crime reporting**

4.2.30

The under-reporting of crime is a significant issue. We know that some crime types, particularly domestic and sexual violence, harmful practices (female genital mutilation, 'honour'-based violence and forced marriage) as well as hate crime and crimes against businesses and fraud are frequently under-reported. The Mayor wants to see improvements in this area built upon the public and businesses both having the confidence to report crime and having confidence in crime figures.

4.2.31

**MOPAC will:**

- ♦ Work with relevant voluntary organisations (particularly the specialist VAWG sector) and others to develop more and better ways for the public to report crime.
- ♦ Reflecting the increasing importance of online reporting methods, embrace new technologies like a smart phone crime reporting application.

- ♦ Continue to support and publicise the 101 non-emergency number and campaigns like Crimestoppers to encourage more reporting.
- ♦ Develop more opportunities for victims to report crime through third parties such as the Havens – the specialist centres in London, run by the NHS for people who have been raped or sexually assaulted – as well as the four Rape Crisis Centres.
- ♦ Ensure that there are robust crime recording practices that guarantee the police have accurate information with which to solve problems and allocate police resource, and in which the public can trust.
- ♦ Ensure that the MPS has fully implemented recommendations from the Independent Police Complaints Commission (IPCC) as a result of historic failures to record crimes reported to the MPS, particularly the recommendations of the 2013 Sapphire report.

**Supporting victims and witnesses**

4.2.32

Being a victim of crime can be one of the most traumatic experiences people have, and treating victims with dignity and respect should be at the heart of service provision within the community safety realm. Survey data consistently shows that victims in London are less than satisfied with the service they receive. This is borne out by data from Her Majesty's Inspectorate of Constabulary (HMIC) that shows the MPS has the lowest victim satisfaction nationally.

## 4.2.33

Victim satisfaction has a significant impact on confidence in the police and criminal justice system. Repeat victimisation can be particularly traumatic and can add to the feeling of vulnerability for those involved. Londoners deserve victim-focused services, and the MPS and criminal justice partners must be held to account for providing them. In 2014/15 the Ministry of Justice and the Home Office will be devolving responsibility (and funding) for commissioning victim support services to police and crime commissioners (in London this is the Mayor).<sup>24</sup>

## 4.2.34

All victims suffer as a result of crime, but some groups can be particularly vulnerable, including children, older people, people with disabilities and those with mental health problems or people with learning disabilities. The analysis that MOPAC commissions into the treatment of victims in London will be asked to look particularly carefully at these issues.

## 4.2.35

In order to ensure that high quality victim support is at the core of service provision, MOPAC will:

- ♦ Commission an independent and comprehensive analysis of victim support services across London during 2013/14 to consider how well victims' needs are currently met and how services might be improved in the future. In this way MOPAC will be able to ensure that any subsequent commissioning activity is properly focused.
- ♦ Require the Commissioner to present clear plans outlining how the MPS intends to improve the support they give victims. This will include targeted programmes aimed at reducing

victimisation in key areas such as anti-social behaviour, hate crime and violence against women and girls crimes.

- ♦ Ask the Commissioner to outline plans to ensure that every frontline police officer including first responders are trained on how to respond to reports of under-reported and more complex crime types such as violence against women and girls.
- ♦ Monitor the levels of repeat victimisation, the frequency of victimisation and seek assurance that the MPS is offering effective, targeted support to repeat victims.
- ♦ Work with the MPS to identify best practice and develop strategies to reduce repeat victimisation with partner agencies such as housing providers, social services and education.
- ♦ Monitor victim satisfaction, with a view to considering whether targets should be set in the future.

## 4.2.36

Witnesses are a visible representation of the way in which the public and police work together and must be given all possible support. Too often, witnesses fail to come forward to provide evidence to the police and too many fail because witnesses fail to attend court to give their evidence or withdraw before the cases are heard. There are many reasons for this, including a lack of confidence in the police and other agencies to support them and the time it can take to get to court.



4.2.37

MOPAC will:

- ♦ Ask the MPS, CPS and partners to demonstrate that there are robust plans aimed at improving support given to witnesses.
- ♦ Work with the London Criminal Justice Partnership to develop regular performance information so that trends can be monitored.
- ♦ Ensure that the theme of victim and witness support is considered at relevant MOPAC Challenge events.

**Policing with integrity – high professional standards**

4.2.38

The conduct of police officers is a critical component in building and maintaining public trust and confidence in policing. Public satisfaction following interaction with the police has been known to fall rather than rise and so it is important that the highest professional standards are maintained at all times.

4.2.39

In recent years, confidence in the MPS has been affected by allegations of poor behaviour and corruption and proven misconduct at many levels of the service. There have been several reviews of the MPS in the last year (in addition to the Leveson Inquiry into press standards), none of which have found deep-rooted or systemic corruption, but all have made recommendations aimed at improving systems and processes. The Commissioner is publicly committed to dealing robustly with any corruption or failure to comply with the highest professional standards.

4.2.40

Fair treatment is fundamental to the principle of policing by consent and to maintaining the legitimacy of policing. Recent allegations of racism and continued perceptions of unfair treatment undermine that principle. The Mayor and Commissioner have publicly stated that there is no place for racism within the MPS. In a demonstration of how seriously such matters are considered, the Commissioner has voluntarily referred a number of cases to the Independent Police Complaints Commission (IPCC).

4.2.41

As a result of the Police Reform and Social Responsibility Act 2011, MOPAC has a direct role in professional standards and is committed to fulfilling this obligation.

4.2.42

MOPAC will:

- ♦ Expect the MPS to hold officers to account where wrong-doing or non-compliance with good practice, is identified.
- ♦ Publish aggregated outcomes of professional standards cases in each annual report.
- ♦ Require that the MPS provides assurance through regular reporting and the MOPAC Challenge process, that professional standards procedures are in place, are implemented and monitored, that procedures are improved as and when necessary, and that the MPS is learning the lessons from the reports produced by its professional standards department, the IPCC and the new College of Policing.

- ♦ Monitor data on complaints and public satisfaction to identify potential trends or issues in service failure or professional standards, both across London and in each borough.

## Stop and Search

4.2.43

Stop and search is a vital tactic to reduce crime and protect the public and we know the public supports its use when it is done well. But how the police use their powers of stop and search can be a key source of tension between the police and especially black and minority ethnic and young Londoners, and this undermines public confidence. So, in order to be effective, the MPS must demonstrate that its use is proportionate and intelligence led. Community confidence will not improve until it is able to demonstrate this.

4.2.44

In January 2012 the MPS introduced STOP IT a new approach to the use of stop and search in London<sup>25</sup>. This brings a renewed focus on reducing violence leading to more arrests and weapons seizures. In addition, there is a greater emphasis on professionalism and intensive supervision of officers' use of the powers. This approach is beginning to have an impact and the positive outcome rate for PACE and section 60 stops has increased to 16.3% (in the 12 months to January 2013) from 12.2% (in the 12 months to January 2012).

4.2.45

### MOPAC will:

- ♦ Hold the Commissioner to account for the properly targeted use of the power so that when members of the public are being stopped and searched they are always treated with dignity

and respect. MOPAC will do this by monitoring and publishing STOP IT performance and complaints data and by monitoring police officer training.

- ♦ Work with the stop and search community monitoring network<sup>26</sup>, to highlight and publicise good practice, and to identify the bad practice. The Mayor will use MOPAC Challenge and the Safer Neighbourhood Boards at borough level as key points of accountability.
- ♦ Encourage the MPS to engage with the BME community, and particularly young people, especially to support police officer training, drawing upon some excellent examples already running across London.

4.2.46

The Deputy Mayor has invited Duwayne Brooks, a Lewisham councillor and former chair of Lewisham Stop and Search Community Monitoring Group, to act as a critical friend in this vital area of activity.

## Deaths in Custody

4.2.47

The number of deaths in custody or following police contact is small<sup>27</sup>. However each death is a tragedy and has a significant impact on trust and confidence in the police, particularly amongst BME communities.

4.2.48

### MOPAC will:

- ♦ Ensure the MPS is adhering to good practice and learning the lessons from any incidents that occur, including recommendations arising from on-going external reviews.

- ♦ Continue to support and develop the volunteer independent custody visitors (ICVs) who play an invaluable role in reassuring London's communities by ensuring that those who find themselves detained by the police are treated appropriately. By bringing them into the fold of the new Safer Neighbourhood Boards in every London borough they can help us achieve our aim of a 20% increase in confidence in the police.

### **Building a police force that reflects the city it serves**

4.2.49

Making London safer is also vital as the city grows and becomes more diverse – increasingly drawing in newcomers from every corner of the globe. A more diverse city and one that successfully accommodates new migrants relies upon a shared commitment from all Londoners to democracy and the rule of law. Equally, London must be policed in ways that reinforce cohesion rather than difference, with a police service that commands public confidence and one that reflects like the city it serves – drawing its recruits from among London's diverse communities.

4.2.50

Currently, despite some progress in recent years, the overall workforce mix of the MPS is still not representative of the population of London, although PCSOs and especially the Volunteer Police Cadets are far more representative. The new policing model allows the MPS to increase the number of police constables it employs. It focuses on front line officers and the Mayor is committed to rationalising the supervisory ranks of the MPS and increase the number of

constables to nearly 26,000 – an all-time high. This means that the MPS will be recruiting almost 5,000 new officers by 2016. The MPS will be the only police force nationally to recruit on anywhere near this scale in the next few years. This is a real opportunity to deliver a step-change in the workforce mix of the MPS by recruiting from the diverse population it serves. This will also have dividends for improving public confidence in the police.

4.2.51

Part of reconnecting the public with the police is to restore trust and to build the Metropolitan Police brand so that one of the oldest forces in the world becomes the most respected, even most loved. That requires a Metropolitan Police Service that reflects the city it serves, where anyone can join the police and rise up the ranks based on merit – irrespective of their background.

4.2.52

In the Mayor's first term he commissioned the Race and Faith Inquiry<sup>28</sup> which considered race and faith issues within the MPS. It made a number of recommendations to improve diversity within the force. MOPAC will continue to drive the MPS to ensure the improvements are delivered for Londoners. By building a police force that is more like London, it will contribute to greater confidence and greater effectiveness.

4.2.53

#### **MOPAC will:**

- ♦ Support and challenge the MPS to ensure that Londoners from every background are encouraged and supported to join the MPS, build a successful career and be part of the policing family.

- ♦ Work with the MPS to ensure that the performance management framework enables effective monitoring of recruitment, retention and progression of BME and female police officers and staff. This must be a key strand of the MPS's People Strategy. This may include where appropriate consideration of targets.
- ♦ Use new routes into the service to promote this agenda, including direct entry when that is available. Following lobbying from the Mayor, the Home Office have plans to introduce a national direct entry scheme for the police from 2014 to allow more experienced people from outside policing to become police officers at a senior level, and MOPAC will work with the MPS to establish this in London.
- ♦ Consider other ways of helping MPS staff and officers to live in the city they police.

## **Cutting costs by 20%**

4.2.54

The Mayor is confident he can achieve his aim of improving cutting crime and boosting confidence, as well as finding significant savings. The aim is to cut costs to absorb a reduction in the central grant to the MPS budget of 20%.

4.2.55

The police, like all public services, are facing the challenge of achieving more with less. MOPAC is working to manage a reduced budget by cutting overheads whilst maintaining the quality of policing and growing the number of officers on London's streets.

4.2.56

MOPAC has a statutory responsibility to ensure that the Commissioner is delivering an effective and efficient police force, and comparative analysis shows that progress on efficiency can be made. The recent value for money profiles by HMIC<sup>29</sup> indicated that the MPS has by far the highest levels of spending per head of population over all expenditure types, with total expenditure (excluding national functions) at £366 per head of population, compared with the national average of £192. We will be working with the Commissioner to bring the MPS into line with other police forces.

4.2.57

The MPS net budget currently stands at £2.6bn (i.e. excluding special grants from the Home Office), and the Commissioner has been challenged to deliver savings of £500m – (this represents 20% of the net budget) – by 2016. The focus for these savings will be back office functions – the Mayor's top priority will be to protect the front line and ensure that every penny is used to support it. In order to minimise the impact on service delivery, the

savings are weighted towards the end of the planning period.

4.2.58

MOPAC and the Deputy Mayor for Policing and Crime (DMPC) currently have ownership of the police estate, including responsibility for property disposals and investment<sup>30</sup>. The DMPC calls together advisors and officials to advise him on a regular basis and to ensure that investment decisions are founded on sound business cases. There are mechanisms to tighten control on spending in the MPS and MOPAC works closely with the MPS to put in place robust plans that will deliver these savings through changes to the rank mix to bring the MPS in line with other forces, reductions in the cost of back office support, more efficient use of property and reductions in the cost of IT support.

### **Reforming the policing model and the back office**

4.2.59

This is being done by introducing the new Local Policing Model, and delivering the highest number of police constables the MPS has ever seen, as well as streamlining the top heavy management structure of the MPS. This will mean nearly a third fewer senior officers at ACPO rank and over 1,000 fewer supervisors (all ranks between sergeant and chief superintendent).

4.2.60

The current management and supervisory ratios in the MPS are improving but remain high. For example, there are 4.4 constables to every sergeant, compared with the national average of 4.8 constables. The Commissioner has developed proposals that will increase this ratio to six constables for every

sergeant, delivering savings while increasing the number of constables from 24,000 to 26,000. At the same time the number of senior officers will fall.

### **Releasing under-utilised assets**

4.2.61

The MPS currently has 497 buildings, many of which provide poor working conditions for staff and no longer meet operational requirements. The front counter provision through police stations is also inadequate and often sited in the wrong places. An estates strategy<sup>31</sup> is being developed that will create a more efficient estate, fit for the operational needs of the 21st century, with a much smaller headquarters and less costly buildings. This will allow the MPS to focus on the frontline and to ensure that the police are able to operate effectively from an estate they can afford. This strategy aims to reduce the footprint of the MPS estate from 900,000 to 600,000 square metres and by up to 200 buildings.

### **Reducing overheads**

4.2.62

Operational policing is supported by a variety of support services and by over 12,000 police staff. The MPS has the highest support costs per head of population – £98 compared with the national average of £39. Through its wide-ranging change programme the MPS will drive down organisation support costs and remove duplication and unnecessary overheads. This will include delivering a 5% reduction in expenditure on supplies and services. By changing work practices and rationalising structures, MOPAC



has committed to reducing the number of police staff without replacing police staff with police officers.

4.2.63

The MPS spends £200m a year on IT. This is excessive and does not offer value for money. Therefore the MPS has undertaken a fundamental review of technology spend and a IT strategy ('Met InfoTech') is currently being drafted which will transform how IT is delivered in the future, delivering savings of £60m by 2015/16.

4.2.64

MOPAC will:

- ♦ Hold the Commissioner to account for delivering cost reduction plans.
- ♦ Examine all significant MPS investment decisions, including key financial administration and procurement decisions.
- ♦ Work with the MPS to strengthen contract management to ensure value for money is being delivered.
- ♦ Use HMIC value for money profiles and other benchmarking data to identify savings and to monitor improvements.
- ♦ Support the MPS to make the best possible use of technology. The developing 'MetInfoTech' strategy (to be agreed in 2013), will demonstrate how expenditure in that area will be refined to drive improvement.

4.2.65

The Commissioner is developing a People Strategy to ensure that the MPS makes the most effective use of its people, develops talent, improves BME representation and improves its culture, values and behaviours. He has also committed to a programme of cultural

change, under the banner of 'Total Professionalism'.

4.2.66

MOPAC will:

- ♦ Hold the Commissioner to account for the delivery of 'Total Professionalism, and the MPS People Strategy.

4.2.67

Transparency in this area will be further strengthened as a result of the statutory duty to present an annual report and annual accounts to the police and crime committee at the London Assembly as well as to the public.

---



## 4.3 CRIME PREVENTION

### 4.3.1

Crime and anti-social behaviour blights communities – from the psychological impact of low level anti-social behaviour, to the devastating impact serious violence can have on families and communities. Too often public services are picking up the pieces after the event, rather than working to prevent crime and disorder happening in the first place.

### 4.3.2

The Mayor and MOPAC are determined to change the often reactive focus of the police and other agencies into the sort of preventative problem solving that will provide longer term dividends for victims and communities. MOPAC recognise that in many cases, the police cannot act alone, and it is our ambition, through the delivery of this Police and Crime Plan, to support and challenge partners across London to work together. Londoners and communities too have a vital role to play in crime prevention and MOPAC is keen encourage and enable them to do this.

### 4.3.3

The agenda around crime prevention is about:

- ♦ People: focusing on victims, empowering Londoners to support the police, and encouraging active citizens by building on the volunteering legacy of the 2012 Olympics.
- ♦ Places: developing strategies to reduce crime in known hotspots, using technology to design out crime and improving police visibility in high crime areas.
- ♦ Problems: developing prevention strategies for key issues such as drugs and alcohol, mental health, violence against women and girls, gangs, guns and knives and quality of life crime.

### 4.3.4

MOPAC's new broad remit presents an exciting opportunity to achieve the Mayor's priority to use funding (until recently held elsewhere, but now granted to MOPAC) to support innovative new ways to prevent crime.

### 4.3.5

Many of these initiatives will be carried out by the voluntary and community or 'third' sector in conjunction with statutory partners, particularly local authorities. The Mayor and MOPAC want to specifically focus this spending on young people and early intervention. Youth offenders have the highest rate of reoffending (approximately 70%) and the cost of young people in the criminal justice system is high. Part 5 on commissioning, explains in more detail, how MOPAC intend to use these powers.

## People

### Reconnecting the public with the police

4.3.6

There are a multitude of engagement activities between MOPAC and Londoners as well as between the police and Londoners directly. These must become more comprehensive and less fragmented, with the whole of the criminal justice system committing to common goals that promote joint working and community engagement.

4.3.7

#### MOPAC will:

- ◆ Establish a Safer Neighbourhood Board in every borough by 2014 giving local Londoners and victims a greater voice. These Boards, supported by MOPAC, will establish local policing and crime priorities and fulfil a range of important functions, including monitoring public complaints against the police and community confidence in their area, and ensuring all wards have a ward panel in place.
- ◆ £1m will be allocated per year from the London Crime Prevention Fund by reforming MOPAC's community engagement structures and recycling the savings. This fund will provide an opportunity for communities to be directly involved in identifying and solving local problems and will ensure that we target our funds on local projects that matter to neighbourhoods.
- ◆ Review the MPS practice for engaging with Londoners to ensure it adheres to good practice. In particular, engagement with young Londoners is vital. Each secondary

school in London will have a Safer Schools Officer as part of the new local policing model, if they want it. That officer will also work with local (feeder) primary schools.

4.3.8

Londoners should feel safe in their property and many people rightly want to do all they can to make their homes, businesses and neighbourhoods safer. The Mayor and MOPAC support individuals and communities to play an active role in maintaining their own safety, through a range of measures including:

- ◆ Working with the London Neighbourhood Watch Association (LNWA) and local communities to develop Watch Schemes across London. Business based Watch-style schemes, such as Pub Watch and Shop Watch may be an active part of this. MOPAC will also work with the LNWA to balance their membership in line with the diversity of London.
  - ◆ Promoting schemes such as 'City Safe', which provides safe havens across London for young people who feel they are in danger.
  - ◆ Continuing to work with the Metropolitan Black Police Association to expand their VOYAGE programme, which works in schools, Youth Offending Teams and the youth secure estate to foster leadership skills in BME young people and to build trust between them and the police.
-

**Reconnecting the police with the public by boosting volunteering and growing the police family****4.3.9**

The MPS volunteer programme has delivered many benefits to London – using the energies and skills of the local community to support the police service. MOPAC will not only engage and support communities but also look to maximise the volunteering opportunities that so many Londoners are keen to explore, particularly following the experience of the Olympic and Paralympic Games in 2012. The use of volunteers is an effective way of using local community capacity and fostering support for the police. This will be greatly expanded.

- ♦ The MPS Special Constabulary has grown to over 5,000 officers and the MPS will continue to use Special Constables as one of the routes into the Service. MOPAC will work with London boroughs to offer a 50% council tax rebate on the Mayor's precept to those who volunteer as Special Constables. The Mayor will work with all the police services<sup>32</sup> in London to optimise the opportunities available to those people with specialist skills in areas such as finance and business, who want to volunteer as Special Constables, in order to meet his pledge to build on the legacy of the Olympics and achieve his commitment of 10,000 Special Constables in London.
- ♦ The MPS Volunteer Police Cadets (VPC) is a uniformed voluntary youth organisation, open to young people aged between 13-18 from across London's diverse communities, irrespective of their background or financial circumstances and including

those vulnerable to crime or social exclusion. The scheme gives young Londoners opportunities to support the police and realise their full potential. There are currently 2,405 cadets in London, with at least one unit in every borough. The scheme will focus on supporting vulnerable young people as part of the YOU Matters Programme and aim to double the number of volunteer police cadets. There will be a particular focus on encouraging participation from young BME Londoners and a quarter of all cadets will be recruited from among young people who are vulnerable to crime and/or social exclusion.

**4.3.10**

The Mayor will ensure that the Community Safety Accreditation Scheme (CSAS) is maintained for London. CSAS is an accreditation scheme under which staff of non-police organisations are trained and given a limited range of enforcement powers. CSAS therefore provides additional reassurance for the public, bolsters local policing on sites such as universities and hospitals, and improves the working relationship between the police and partners. There are currently 13 schemes in operation across the capital.

---

## Places

### Tackling crime hotspots

4.3.11

Understanding where crime happens is an important element in crime reduction and it is critical that agencies understand the place based initiatives which can help to prevent and reduce crime and increase community safety.

4.3.12

For example, the night-time economy can fuel crime in some areas in London. This can often be linked to certain premises and causes real distress to residents and other people trying to use town centres, if not well policed.

4.3.13

#### MOPAC will:

- ♦ Build on existing crime mapping to develop hotspot maps to inform and focus crime prevention work. Hotspot analysis will be focused on areas where there is significant crime and disorder that is related to alcohol, street prostitution, business crime, street violence, hate crime and burglary.
- ♦ Share the analysis with community safety and criminal justice partners so local multi-agency responses to local problems can be developed.
- ♦ Develop a strategic licensing function to gather data from all relevant agencies including the police, London Ambulance Service and Accident and Emergency departments. This will enable better identification of problem premises and hotspots and will assist local authorities, the police and other partners to close them down.

### Using “smart” technology and designing out crime

4.3.14

There have been significant improvements in technology in the last 10 years and we need to harness these wherever possible to tackle crime. Evidence shows that, used properly, CCTV can be a very effective tool to prevent and detect crime<sup>33</sup>. With partnership-led CCTV control rooms and well directed CCTV cover, it is possible to have an impact on a range of issues affecting communities. Automatic number plate recognition (ANPR) technology can identify unregistered, uninsured and stolen vehicles as well as be used in more sophisticated ways such as identifying, tracking and stopping vehicles linked to gangs, violent crime and firearms.

4.3.15

The MPS and TfL are already seeking to establish a framework to integrate their automatic number plate recognition systems with the MPS's existing systems to develop a 'ring of steel' around London. There will be formal consultation on these plans during 2013.

4.3.16

#### MOPAC will:

- ♦ Support the Commissioner to extend ANPR further to tackle other problems such as kerb-crawling.
  - ♦ Work with local authorities to consider what more they can do to 'design out crime' when making planning and investment decisions such as upgrading street lighting, alley-gating, improving security (including locks) in public housing and when agreeing new housing/commercial developments.
-



## Reducing crime on transport

4.3.17

The Mayor and MOPAC recognise the important role that the police have in helping to deliver his vision for a world class transport system. The MPS, through its successful partnership with TfL, will continue to focus on improving the safety, security and reliability of journeys made in London whether they are by public transport, walking, cycling or on London's roads.

4.3.18

The intelligence-led deployment of dedicated, specialist transport and traffic policing resources and a strong commitment to problem-solving, partnership and prevention will continue to deliver significant benefits for London. As a result of this investment in specialist policing, transport crime is at an all-time low and disruption has been reduced on the tube and road network<sup>34</sup>.

4.3.19

The London Transport Community Safety Partnership, which includes the MPS, City of London Police, British Transport Police and TfL, are charged with delivering the Mayor's aspirations and commitments around transport safety, security and reliability as set out in the rolling three year strategy to improve transport safety and security. The strategy, to be published in summer 2013, and will outline the key objectives, priorities and actions to further reduce transport crime and antisocial behaviour, reduce worry about crime, improve road safety, improve cycle safety and security and reduce disruption. Tackling drunkenness, threatening behaviour and unwelcome sexual behaviour will also be a focus over the next three years. The strategy outlines how the partnership

will contribute to the MOPAC challenge of reducing key crimes by 20%.

4.3.20

The police role in road safety and reducing disruption is critical. The Mayor will publish his new 10 year strategy for road safety in 2013, emphasising the importance of targeted enforcement and police engagement to maintain the gains made in reducing collisions.

---

## Problems

### Developing preventative strategies

4.3.21

Crime prevention is not something that can be delivered by any agency alone; it requires effective partnership working. There are already many effective partnerships in place across London, focusing on problems that matter to local communities. However, there are some key areas – drugs, gangs, violence against women and girls, and alcohol – in which greater success could be delivered through the development of London wide strategies based on a shared approach to prevention, enforcement and diversion. The golden thread running through this partnership working will be focused on robust performance monitoring and holding all of the agencies to account.

4.3.22

The Mayor is in a unique position to bring together a whole range of agencies who must work together effectively if these difficult and complex problems are to be successfully tackled. Joined-up strategies will be based on stakeholder and community consultation, and will be evidence-led – drawing on robust analysis of a wide range of data, and outcome focused – with clear targets, effective monitoring and evaluation of delivery. This will help MOPAC to assess what improvement has been made in each of these problem areas and support the performance management of the criminal justice system and future commissioning decisions.

### Child safety

4.3.23

Ensuring that children and young people are safe and that child protection is recognised as everybody's responsibility is vital to prevention. Safer Neighbourhood Boards will engage with young people to ensure that their voices are heard. Work with young people as both victims and offenders must recognise that support, engagement, or enforcement must be undertaken in partnership with safeguarding and child protection. MOPAC will work with partners and the MPS to ensure that collectively they are meeting their duties under relevant legislation to safeguard children and promote their welfare.

### Drugs and alcohol

4.3.24

Alcohol abuse and binge drinking is a problem right across the UK, and it is a particular problem in London, with 11.1 alcohol related crimes for every 1,000 people compared to a national average of 7.6<sup>35</sup>. Alcohol fuels violent behaviour and disorder, making our streets less safe, and we have the highest rate of alcohol-related crime in the country. Alcohol addiction also increases the likelihood of social exclusion which can drive criminal behaviour.

4.3.25

MOPAC also has significant concerns about drug abuse which drives crime and can cause significant harm to individuals and their families. Drug dealing and cultivation also supports organised crime and blights communities. There are also links between drug abuse and prostitution.

---

4.3.26

**MOPAC will:**

- ♦ Develop an alcohol related crime strategy for London focused on prevention, enforcement and diversion. These will draw on best practice from around the world such as a compulsory sobriety scheme like that used in parts of the United States and will promote the use of controlled drinking zones.
- ♦ Develop a drugs strategy for London, aligned to the Government's strategy, to reduce demand, restrict supply and build recovery. This will put more responsibility on offenders to overcome dependency, learning from the HOPE programme in the USA, which require offenders to report daily and participate in random drug tests.

**Tackling abuse**

4.3.27

Cases of abuse, whether physical or sexual, can be some of the worst crimes. Victims can often find it very hard to talk about their experiences which can be characterised by repeat victimisation over long periods of time. Men, women and children who suffer domestic violence, sexual abuse, assault or rape need confidence that the police will deal with their cases sensitively and will be supported.

4.3.28

The Mayor will publish the second violence against women and girls strategy in summer 2013 focussed on prevention and intervention, dealing effectively with perpetrators to stop violence and support victims and their children to rebuild their lives and reduce their risk of experiencing further violence. The evaluation and

underpinning work should make this a beacon for other parts of the UK and other cities around the world.

4.3.29

**MOPAC will:**

- ♦ Work through partners on the London Crime Reduction Board to commission and fund a pan-London domestic violence service.
- ♦ Establish a sustainable funding model for the Rape Crisis Centres in London beyond 2016. Continued funding for London's four rape crisis centres is guaranteed until at least May 2016 and contributions from boroughs are being sought to meet rising demand.
- ♦ Ensure the MPS is focused on solving more rapes and other serious sexual offences.
- ♦ Drive a renewed focus on targeting the demand side of prostitution and supporting work to help women exit prostitution.
- ♦ Establish a taskforce to confront harmful practices, such as female genital mutilation, which can destroy the lives of girls and women and target those who commit crimes of this nature and ensure support for the victims.

**Quality of life crime**

4.3.30

Anti-social behaviour (ASB) is consistently identified as a key problem for Londoners and is reflected as a priority in local community safety strategies across London<sup>36</sup>. ASB can be extremely distressing for victims and a failure to deal with it appropriately undermines public confidence in the police and the criminal justice system and

can be interpreted as a sign of neglect of local communities. It can also act as a forerunner for more serious crime, the 'broken windows' theory<sup>37</sup>. The term 'anti-social behaviour' normalises what is in fact criminal behaviour and MOPAC has proposed to Government that it is given a new term – 'Quality of Life Crime' – to better reflect how the public understand the problem and to signal a necessary change in perception so that agencies treat it with the seriousness it deserves.

#### 4.3.31

The London Crime Reduction Board (LCRB) has identified ASB as one of three current priorities and has agreed that information sharing between agencies, alignment with mental health agencies, alcohol related ASB and noise nuisance are key areas in which efforts to improve the tackling of ASB should be focused. MOPAC welcomes this work and is particularly focused on exploring the link between mental health issues so that appropriate strategies can be developed to address the problem.

#### 4.3.32

MOPAC welcomes the Government's desire to simplify powers and strengthen the toolkit for tackling ASB through the draft ASB Bill that was published in 2012. The Community Remedy proposals contained in the draft Bill, will, if implemented, allow MOPAC to develop a menu of community sanctions, in consultation with the police and public, from which victims would select a punishment for their offender to receive, and could be used to further join up the response from police and local authorities.

#### 4.3.33

##### MOPAC will:

- ♦ Work through the LCRB to improve understanding of ASB levels across London through the collation of various data from partners (including Troubled Families data) so that the right response can be co-ordinated. There is a clear link between mental health and ASB and MOPAC is keen for London to be a pilot area for a cross Government-agency approach to mental health.
- ♦ Establish and share best practice in respect of reducing ASB and develop strategies aimed at reducing the most frequent types of ASB on local communities.

## **Hate crime**

#### 4.3.34

London is one of the most diverse cities in the world. This is cause for celebration. However, unfortunately, some people are targeted just because of who they are. Hate crime makes victims of whole communities and has a chilling effect with repercussions extending far beyond those being targeted.

#### 4.3.35

Levels of hate crime are still too high and more worryingly, the report accompanying the Government's action plan to tackle hate crime, published in March 2012, found that there is significant under-reporting<sup>39</sup>. The Mayor is committed to cracking down on all forms of hate crime including that focused on lesbian, gay, bisexual and transgender (LGBT) victims and disabled victims.

---

4.3.36

MOPAC will:

- ♦ Work to increase confidence to report hate crime by ensuring victims get a good service through agreed minimum standards; supporting third party reporting; working with affected communities to ensure services are being effectively delivered; and ensuring the MPS publicises success stories to increase confidence in the police's willingness and ability to deliver for victims. Addressing repeat victimization will be core to this.
- ♦ Ask the Commissioner to ensure that there is a designated LGBT liaison officer for every borough to work with LGBT communities to improve confidence and ensure the proper reporting of hate crime.
- ♦ Work with London's diverse communities to develop an effective hate crime reduction strategy. This should address the wide range of hate crime including for example disability hate crime and Islamophobia. Focus should be on reducing repeat victimization, improving confidence to report crime and effective enforcement against perpetrators.

**Dangerous Dogs**

4.3.37

Owners that allow their dogs to be dangerous are a menace which must be tackled. It is a complex problem but enforcement effort will be targeted on those irresponsible dog breeders and owners that form a minority of the overall dog owning population.

4.3.38

MOPAC will:

- ♦ Enable the Commissioner to double the capability of the MPS's Status Dogs Unit
- ♦ Lobby government to take more action to tackle dangerous dogs, including making changes to the current legislation which is becoming out of date in combating the growing problem of dangerous dogs and weapon dogs. Changes sought include:
  - Extending the law to cover private land to give the same legal protection as for public areas and protect groups such as children, utility, postal, health and social workers, now proposed by the Government<sup>38</sup>.
  - Speeding up court processes: Changes to the law and court process relating to dangerous dogs are needed to the time it takes for cases get to court.
  - Tougher sentences for any owner who uses their dog as a weapon.
  - Changes to the rules on compensation and financial liability so that the courts can award costs to the MPS to compensate for the costs associated with kennelling and subsequent destruction of dogs that are proscribed as a banned breed, or those that have been deemed by the court to have been aggressive or dangerously out of control.



## 4.3.39

This is not intended to be a comprehensive list of all the crime types that are best dealt with through prevention and coordinated working. For example, wildlife crime is a problem that can only be tackled by working with other agencies, police forces in other countries and Non-Governmental Organisations (NGOs) with specialist expertise. Operation Charm is a partnership between the Metropolitan Police Wildlife Crime Unit and a range of NGOs including International Fund for Animal Welfare, World Wildlife Fund and World Society for the Protection of Animals. The Mayor is supportive of this type of partnership working and seeks to see it replicated in other areas.

## 4.3.40

Sometimes economic and social changes can lead to changes in crime types. For example, the rise in world commodity prices has seen metal theft increase across the UK. Following lobbying from the Mayor this is now being successfully targeted. In the future, when novel crime problems arise MOPAC will use its role to coordinate and convene the relevant agencies to develop a shared response based on prevention.

---



## 4.4 JUSTICE AND RESETTLEMENT

### 4.4.1

The police alone cannot prevent crime and the effectiveness of the wider criminal justice system is critical to public safety. Furthermore, the confidence of the wider public in the rule of law and the efforts of the police in detecting and arresting offenders, depends upon a criminal justice system that is fair, efficient and effective.

### 4.4.2

The Crown Prosecution Service, HM Courts and Tribunal Service, the Youth Justice Board and the National Offender Management Service (NOMS), including London Probation Trust, all have a critical role to play in ensuring that victims are served, offenders are held to account, and justice is properly dispensed.

### 4.4.3

However, as the Government have recently acknowledged, to the wider public “this is a system that often does not deliver the level of service they expect, want or deserve.”<sup>5</sup> This is also the case in London. Processes involved in bringing cases to completion can be slow and expensive. Resources invested in crime investigation and case preparation can be wasted if trials do not go ahead.

The interests of victims and witnesses can be severely undermined if trials are ineffective or if the journey to court takes too long. Public confidence is damaged when sentences passed by courts are not complied with. The 20% boost in confidence will be difficult to achieve without partners working collectively and MOPAC will play a key role in driving this collaboration. For all these reasons the performance of the criminal justice system in London needs to improve, and this plan is designed to help achieve that and explain the role that MOPAC can play.

### 4.4.4

The Mayor chairs the London Crime Reduction Board (LCRB) – made up of the police, borough representatives and criminal justice agencies – and over the coming years, the Mayor intends MOPAC to play a leading role in criminal justice in London and devote itself to long-term reforms that improve policing and criminal justice. This will mean breaking down silos between London’s public service agencies to ensure coordinated responses to crime. Across the criminal justice system, it will mean encouraging a culture of collective ownership and shared ambition, with progress measured against some common goals.

## Criminal Justice Goals

### 4.4.5

MOPAC monitors London’s criminal justice system and is seeking to establish clear measures of performance that focus on outcomes (results) to be attained by 2016, not outputs (activities). Therefore the Mayor is setting a challenge for the MPS, London’s Crown Prosecution Service (CPS), HM Courts and Tribunals Service, NOMS and Youth Offending

Teams, to seek swifter and surer justice for victims and to deliver a rehabilitation revolution by working to:

- ♦ Reduce delays in the criminal justice system by 20%, by cutting the time taken between an offence being committed and the case concluding in court.
- ♦ Increase compliance with community sentences by 20%, so fewer sentences go uncompleted.
- ♦ Reduce reoffending rates for young people leaving custody in London by 20% so the revolving door of youth reoffending is tackled.

#### 4.4.6

The Mayor recognises the importance of building confidence in the whole criminal justice system, so that the public see that justice is swift and sure with confidence that offending has consequences. MOPAC will play its role via a range of measures grouped in this plan under “the three Rs” of Reform; Reparation and Rehabilitation:

- ♦ Reform: Adopting new approaches to the delivery of justice and supporting innovation to improve the criminal justice system to speed it up and reduce waste to deliver swift and sure justice for London.
- ♦ Reparation: Improving the experience of victims and communities affected by crime by ensuring sentences fit the crime and offenders make reparations for the damage they have caused.
- ♦ Rehabilitation: Driving a rehabilitation revolution in London to break the cycle of crime by improving treatment and resettlement for offenders and cutting reoffending rates which remain too high, particularly for young offenders.

## Reform

#### 4.4.7

The Mayor is in a unique position to drive reform of, and performance improvement in the criminal justice system. For the first time, with the creation of MOPAC, the Mayor has responsibilities that include contributing to the efficiency and effectiveness of London’s criminal justice system, making it work better together in the interest of Londoners.

#### 4.4.8

MOPAC will:

- ♦ Act as a key strategic player by convening high-level meetings to challenge and set goals jointly with key criminal justice agencies and the 32 boroughs in London.
- ♦ Use its role to shine a spotlight on the performance of all the elements of the criminal justice system so all concerned fully understand the problems and can work together to find solutions.

## Seeking swift and sure justice for victims

#### 4.4.9

Victims must have confidence that they will receive timely justice, because justice delayed is justice denied. We know that this is important to Londoners, a quarter of whom think that reducing delays in the criminal justice system is one of the top three priorities for improving safety in their neighbourhood<sup>41</sup>.

#### 4.4.10

Currently court cases take too long, with too many trials not going ahead on their scheduled day. We know that a fifth of trials at Magistrates’ Courts in London (where the majority of crimes are sentenced) are ineffective<sup>42</sup>. Cases

in London take longest to reach a conclusion (from the time an offence takes place) than other parts of the country – an average of 161 days compared to 142 days elsewhere<sup>43</sup>.

4.4.11

This causes distress to victims and witnesses, wastes time and money for the courts, prosecutors and police and sends the wrong signal to offenders who should face the consequences of their actions as soon as possible.

4.4.12

We saw in response to the riots of August 2011 what can be achieved when the whole criminal justice system works together, and while these were clearly exceptional circumstances we want to see better joint working delivering benefits for all in the system.

4.4.13

In order to achieve this, in the first MOPAC Challenge in July 2012<sup>44</sup>, the Deputy Mayor for Policing and Crime agreed with the Commissioner of the MPS, the Chief Crown Prosecutor for London and the head of HM Courts and Tribunal Service in London that, collectively, London needs to:

- ♦ Improve the proportion of crimes that are actually solved (formally known as the sanction detection rate), which currently stands at 20%.
- ♦ Reduce the amount of wasted court time.
- ♦ Improve the efficiency of the court system.
- ♦ Improve the digitalisation of court processes in London and increase flexibility.

4.4.14

There must also be improvements in the attrition rate as cases progress through the criminal justice system, the timeliness of the process, a reduction in the number of ineffective trials as well as an improvement in conviction rates.

4.4.15

MOPAC will:

- ♦ Use the LCRB to drive a change in culture to deliver more effective joined-up working and to monitor progress against the CJS Challenge Goals outlined in this plan.
- ♦ Work with the MPS and CPS to improve the quality of case files provided by the police to improve the efficiency of the system.
- ♦ Encourage more shared working across the criminal justice system – including co-location of staff and integrating IT systems.

### **Using Payment by Results and Social Impact Bonds**

4.4.16

With a high recidivism rate, especially amongst young people, it is vital that there is reform in arrangements to reduce reoffending. By adopting a principle of payment by results, agencies can ensure that outcomes are achieved and funding follows success. One example is the “justice reinvestment” pilots being co-ordinated in London through the LCRB, which aim to reduce demand on the criminal justice system. By sharing the gains of reduced reoffending, in the first year, local areas have been rewarded and £950,000 has been ploughed back into further initiatives to reduce reoffending.

---



4.11.11

Social Impact Bonds (SIBs) are an innovative new financial vehicle to leverage private and philanthropic investment to achieve social ends, with public agencies only paying if outcomes are achieved. Around the world, SIBs offer new means to fund programmes and manage risk and there is potential for them to play a much bigger role in the future, including in London.

4.4.17

**MOPAC will:**

- ◆ Use its commissioning framework (see Part 5) to support programmes delivered through 'Payment by Results'.
- ◆ Explore the potential for Social Impact Bonds in the justice and resettlement space, and for other innovative solutions to social problems linked to crime.

**Working with Government to reform the justice system**

4.4.18

Many of our goals for the criminal justice system complement work that is taking place in Government. In 2012, the Ministry of Justice produced a White Paper<sup>45</sup> on reform of the system to deliver swift and sure justice and in early 2013 they set out their reforms to rehabilitation services<sup>46</sup> with a clear emphasis on payment by results. We will work closely with them to achieve our mutual aims, including working with the new national Criminal Justice Board as it seeks to promote effective partnerships locally, and establish a local-national dialogue in the CJS.

4.4.19

Establishing effective Integrated Offender Management (IOM) will have a significant impact on crime reduction. Effective IOM is multi-faceted and allows local and partner agencies to come together to ensure those offenders whose crimes cause most harm locally are managed in a coordinated way. In recognition of this, and in order for MOPAC to be able to deliver the strategic leadership required at a pan-London level, the Mayor and Justice Secretary have agreed to establish a Director of Offender Management for London to work with all partners to improve the multi-agency approach.

4.4.20

**MOPAC will:**

- ◆ Work with the government to support the new Criminal Justice Board by exploring new approaches in London, for example by considering improvements to the way the whole system deals with theft from the person offences – one of our seven key neighbourhood crime types.
- ◆ Ensure that lessons learned from new initiatives or partnership approaches are shared with other agencies and Police and Crime Commissioners.
- ◆ Appoint jointly with the Ministry of Justice a Director of Offender Management for London to coordinate the criminal justice response to offending in the capital.

## Reparation

4.4.21

It is vital for the confidence of the whole community that when people commit crime, they are held to account and are seen to make reparations. The following explains how MOPAC will contribute to improving the experience of victims and communities affected by crime by ensuring sentences fit the crime and offenders make appropriate reparations.

4.4.22

In order to turn offenders away from crime and keep communities safe, the Mayor is keen to strengthen existing disposals and support the use of new types of sanctions to tackle longstanding crime problems that have not been dealt with through traditional approaches.

### Strengthen community sentences

4.4.23

In London 77% of community orders or licences are successfully completed but other areas nationally are performing much better – as high as 87%<sup>47</sup>. So we must drive performance improvement, through the use of innovations and tough new community sentences.

4.4.24

The most punitive form of community sentence is Community Payback, which sees offenders carrying out physical unpaid work in high-visibility jackets so residents can clearly see that offenders are making reparations for their crimes. Currently over 1,350,000 hours of Community Payback are carried out in London every year<sup>48</sup>. To be truly effective, Community Payback schemes must have the endorsement of the community and local people must be able to shape what that local reparation means. The Mayor

intends to strengthen the involvement of local people in Community Payback to ensure it commands their confidence by making justice more visible and the reparation more relevant and purposeful.

4.4.25

Part of the role of the new Safer Neighbourhood Boards (SNBs) at a borough level will be to monitor complaints from victims of crime and to monitor crime performance and community confidence in their area. MOPAC will develop the role of SNBs so they can influence reparation via input into local Community Payback schemes, giving the public and in particular victims, the ability to determine the tasks that offenders undertake as payback for their crimes.

4.4.26

#### MOPAC will:

- ♦ Work with London Probation to improve completion rates of community sentences in line with the goals set out in this plan.
- ♦ Ensure that more offenders serving community sentences are visibly doing tougher and more intensive tasks in public places.
- ♦ Grant local people a say on reparation by allowing Safer Neighbourhood Boards to set Community Payback priorities that communities themselves have identified.

### Ensuring sentences fit the crime

4.4.27

MOPAC will work to improve sentencing outcomes in London as per the commitments made in the Mayor's manifesto. Sentencing decisions need to be based on complete and timely

information and therefore it is vital that the courts have all the relevant information. More transparency also plays a vital role in improving the confidence of Londoners in the criminal justice system. More can be done to ensure that community impact and victim impact statements are better and more widely used. The Mayor is also concerned to ensure that courts do not hand down unduly lenient sentences.

4.4.28

In order to improve the transparency and understanding of sentencing MOPAC will gather, monitor and analyse sentencing outcomes on a regular basis, through cooperation with the Ministry of Justice. This will then be used to enhance partners' and the public's understanding of (and confidence in) sentencing in London.

4.4.29

MOPAC will:

- ♦ Explore how to ensure better use of victim impact statements with the police and the CPS, and also hold discussions with courts and magistrates to explore other ways to improve the information that is available to those passing sentence.
- ♦ Ensure that MOPAC is ready to respond to sentences which may be unduly lenient by putting in place appeal arrangements that ensure sentences can be reviewed and the most appropriate sentence given.
- ♦ Agree a protocol with the Crown Prosecution Service to ensure that agreed procedures are in place to work together on relevant cases.

## **Compulsory sobriety**

4.4.30

In 2009/10 nearly half of all violent crime nationally (almost one million crimes) was fuelled by alcohol, and the police are fighting a constant and expensive battle against alcohol related offences and anti-social behaviour. The total estimated cost of alcohol related crime is £8bn to £13bn per year. Reducing the number of crimes fuelled by drugs and/or alcohol is a high priority and MOPAC will look to impose enforced sobriety on offenders whose crimes are fuelled by alcohol, comprised of an intensive testing regime and swift and sure punishment for those who fail to comply.

4.4.31

The Mayor successfully lobbied for legislation to allow for the introduction of a new sentencing power, the Alcohol Abstinence Monitoring Requirement (AAMR), to tackle the significant problem of alcohol related violence. MOPAC has led negotiations with central and local government, HM Courts and Tribunals Service, the Crown Prosecution Service, London Probation Trust and London boroughs to develop a pilot for the AAMR.

4.4.32

The pilot will test how widely magistrates use AAMR; the technical processes within the criminal justice system; the effectiveness of electronic monitoring and breath tests; compliance with and breaches of the order; offending behaviour and cost. Once MOPAC have tested the concept, all of London's criminal justice agencies can learn the lessons before considering a wider roll out.

4.4.33

MOPAC will:

- ♦ Commission a pilot of alcohol sobriety in a trial site in south London in 2013/14.

## Rehabilitation

4.4.34

Although crime has fallen in recent years, reoffending remains stubbornly high and, at any given time, there is a hard-core of prolific offenders who are responsible for a large proportion of offending<sup>49</sup>.

This happens at great cost to society, as well as to the criminal justice system, local authorities and, most importantly to Londoners themselves. Latest figures show that the proportion of people who reoffend across London is 26%, and for young people under the age of 18 leaving custody, the national average is a staggering 72.5% and this can be as high as 80% for specific Young Offender Institutions<sup>50</sup>.

4.4.35

Operating within a complex city with many thousands of public, private and voluntary sector organisations providing justice services, MOPAC will strive to break down silos, provide strategic leadership, and lobby for the adoption of an evidence-based approach to rehabilitation, built upon collaboration, innovation and smart commissioning policies.

4.4.36

**PROJECT DAEDALUS** is a three year pilot project aimed at tackling high rates of youth re-offending was a unique partnership project between MOPAC, the Ministry of Justice (MOJ), Youth Justice Board (YJB) and other agencies, and formed part of the Mayor's long term strategy to tackle youth crime.

4.4.37

This project delivered an enhanced 'resettlement' unit within Feltham Young Offenders' Institute, where young offenders who are assessed to be ready to make positive changes to their lives can be placed for the last period (for example the last 3 months) of their sentence, undertaking a range of activities and tailored programmes to prepare them for release and effective and positive reintegration into the community.

4.4.38

The final evaluation shows a re-offending rate for the unit of 53% compared to a national rate of 70% at time. Based on very conservative assumptions about the share of the impact that can be attributed to the intervention, the benefits of the programme exceeded the costs with early indications showing criminal justice savings in the first year of £580,000 (£8,285 per participant).

4.4.39

The Daedalus pilot has informed practitioners about the value of so-called 'resettlement brokers' or peer advisors and has influenced the government's wider review of the youth justice estate.



4.4.40

Research demonstrates that the likelihood of reoffending is reduced by working with offenders to deal with problems such as housing, substance misuse and training and employment. So we will ensure that rehabilitation services are focused on offering adequate support, particularly where those offenders are young people. We will therefore work towards ensuring there is better and more universal resettlement support and a stronger grip on persistent and prolific offenders.

4.4.41

Since tackling the unacceptably high reoffending rates is a priority, MOPAC welcomes the Government's renewed emphasis on supporting those offenders who receive short sentences (under 12 months) who until now had little support post release. It is also essential to empower local areas to provide effective responses and then holding them account for this. MOPAC will play a central role in ensuring this happens.

4.4.42

Working with councils across the capital, MOPAC will be in a position to influence and change behaviour to advance the rehabilitation revolution for young people – whilst reducing costs. Devolution of the current remand budget is welcome, but is a very small proportion of all youth justice funding and therefore is unlikely to significantly alter behaviours or drive real performance improvement. MOPAC is best placed to provide strategic oversight over the youth justice and custody budgets in a way that will encourage youth offending teams (YOTs) to focus meaningfully on alternatives to custody. MOPAC are already working

collaboratively with the boroughs and all of the relevant criminal justice agencies.

4.4.43

MOPAC will:

- ♦ Lobby government for greater responsibility for London's youth justice budget and more formal oversight of youth justice in the capital.
- ♦ Work with the National Offender Management Service to jointly commission services for offenders – in particular offender health services – and work with local authorities to ensure housing, benefits and education needs are met.
- ♦ Ensure resettlement and rehabilitation services have a focus on payment by results and promote opportunities for cross borough collaboration.
- ♦ Map and streamline the money flow around rehabilitation funding – reducing duplication and driving efficiencies.

### **Working with young offenders**

4.4.44

The highest reoffending rates are for young people, and specifically those young people who are released from custody; with an average of 72.5% reoffending within a year of release<sup>51</sup>. Effective resettlement support for these young people must be a key priority.

4.4.45

Reviews by Her Majesty's Inspectorate of Prisons into resettlement provision for children and young people have found that the current provision is disappointing and that both the planning and the follow up for a young person once released from custody was found to be insufficient and unmonitored<sup>52</sup>. The report found that

84% of young people leaving custody had an accommodation and/or education employment or training need identified, half had not been at school since they were 14 years old and 86% had been excluded from education at some point. Despite these needs only one third of young people leaving prison go into education, training or employment.

4.4.46

Getting young offenders into employment, education and training is key to reducing reoffending rates and incentivising a range of partners, both statutory, voluntary and private has shown its value. However, more must be done to ensure young people are given the support needed, to make the right choices.

4.4.47

MOPAC will:

- ♦ Build on the success of the Daedalus pilot, and commit to providing up to £3.5m (by leveraging in European Social Fund investment) to improve resettlement support for young offenders leaving custody from 2012 – 2015. Two projects have already commenced with a further two due to start later in 2013, which will ensure the service is available to all London boroughs.
- ♦ Ensure all parts of the criminal justice system are held to account for effective rehabilitation through a golden thread of performance monitoring to deliver a 20% reduction in reoffending by young people leaving custody.
- ♦ Work with employers and Job Centre Plus to identify employment opportunities for ex-offenders, especially young people.

## Offender Health

4.4.48

The government's mental health strategy "No Health without Mental Health" notes the importance of improving mental health outcomes for people who come into contact with the criminal justice system. This includes raising the understanding of mental health amongst those dealing with offenders and ensuring that there are diversion options available where appropriate. The NHS is undergoing transformation and as part of this, the London Region of the new National Commissioning Board has established a team with responsibility for Offender Health.

4.4.49

MOPAC will:

- ♦ Work with partners across the criminal justice system to engage with the new offender health commissioning structures.
  - ♦ Contribute to a strategic needs assessment for liaison and diversion in London.
  - ♦ Bring more coherence to the governance of health, social care and criminal justice in London.
  - ♦ Consider the findings of Lord Adebawale's Independent Commission on Mental Health and Policing<sup>53</sup> and where appropriate, work with the MPS and partners to implement his recommendations.
  - ♦ Lobby local Health and Well-Being Boards to ensure that those issues that impact on public safety such as alcohol and mental health are prioritised.
-

**Offending linked to substance misuse**

4.4.50

The prolific offending committed by a relatively small number of drug addicts must be tackled. The Home Office estimates that drug related crime costs £13.9 bn per year and offenders that use heroin, cocaine and crack cocaine account for nearly a third of acquisitive crime nationally. The Drug Interventions Programme (DIP) is the criminal justice pathway into drug treatment and has made a positive contribution to the reduction of acquisitive crime. In those areas where there is still a problem with acquisitive crime stemming from opiate and crack use, funding will remain available to help boroughs maintain pathways into drug treatment. In other areas, the focus may be on alcohol-related violent crime and again, funding will be available.

4.4.51

However, new smarter approaches are needed and London can learn much from the successful HOPE probation programme. This approach sees drug-misusing offenders clearly warned that if they violate the rules of the scheme, they face immediate sanctions. They must subscribe to an intensive drug-testing regime to ensure they remain abstinent, whilst other treatment is provided to help them remain drug-free.

4.4.52

**MOPAC will:**

- ♦ Work in partnership with the new Local Health and Wellbeing Boards across London to ensure that boroughs continue to tackle crime resulting from substance misuse, whether illicit drugs or alcohol.
  - ♦ Develop plans for a ground-breaking pilot of the HOPE probation programme to tackle substance-misuse, potentially commissioned using a Social Impact Bond vehicle.
-

# PART FIVE PERFORMANCE AND ACCOUNTABILITY





## 5.1 PERFORMANCE AND ACCOUNTABILITY

### 5.1.1

A key aspect of MOPAC's role will be holding the Commissioner to account for delivering against the Mayor's strategic priorities. This will happen using the following mechanisms:

## Setting explicit targets: the 20:20:20 challenge

### Measuring the 20% Crime Reduction Challenge

#### 5.1.2

On 2nd October 2012, at the second MOPAC challenge meeting, the Mayor challenged the Commissioner of the Metropolitan Police Service to reduce crime in 7 key neighbourhood crime types by 20%.

#### 5.1.3

The 20% reduction target will be measured by a reduction in seven priority crimes. These are burglary, vandalism (criminal damage), theft from and theft of motor vehicles, violence with injury, robbery and theft from the person.

#### 5.1.4

MOPAC and MPS have met to discuss how this Challenge will be measured. It is acknowledged that this target is being set against the background of a long-term drop in crime levels and the target is therefore stretching. The following is proposed:

- ♦ 2011/12 (financial year) will be used as the baseline.
  - ♦ The target will be across all 7 crime types, as opposed to each individual crime type.
  - ♦ Progress will be monitored against each of the crime types and across boroughs, through MOPAC Challenge quarterly performance meetings. This will allow MOPAC and the MPS to identify any problems in achieving targets and allow the MPS to take corrective action to focus on relevant crime types.
-

5.1.5

The target will have been achieved if the total of MOPAC 7 crime is 20% lower in financial year 2015/16 than in 2011/12. Monitoring data will be published as part of MOPAC Challenge.

### **Measuring the 20% boost in Confidence**

5.1.6

The Crime Survey for England and Wales (CSEW) measures public confidence in the police. It measures progress over a 12 month period and is published quarterly. In 2011/12 (April 2011-March 2012), the CSEW found that public confidence in the MPS was 62%. The Mayor's stated aim is to drive performance up to 75% - a 20% increase in confidence. MOPAC officials will monitor this data quarterly. Victim satisfaction rates (measured by HMIC) and confidence in the criminal justice system (also measured by CSEW) will also be regularly reviewed.

### **Measuring the 20% reduction in costs**

5.1.7

The Mayor has asked the Commissioner to achieve the following targets and deliver £500m savings :

- ♦ Reform the policing model.
- ♦ Release under-utilised assets including reducing the MPS estate by 33% - from 900,000 to 600,000 sq m and cutting costs by £60m.
- ♦ Reducing overheads including saving £100m on technology and a 5% reduction on supplies and services expenditure.

5.1.8

Delivery of these will be monitored through the MOPAC governance framework.

### **Measuring the Criminal Justice 20:20:20 Challenge**

5.1.9

The Mayor will monitor the progress against these goals through the LCRB.

## Monitoring performance

5.1.10

Throughout the plan there are references to key issues that MOPAC will hold the Commissioner to account for delivering.

5.1.11

MOPAC is working with the MPS to develop an agreed performance monitoring framework that provides a comprehensive assessment of the progress MPS is making in key crime areas. This framework will also identify key corporate indicators that demonstrate how well resources (people as well as budgets) are being used, so that a rounded view of performance can be taken. This monitoring information will underpin the formal monthly bi-lateral meetings between the Deputy Mayor and the Commissioner.

## MOPAC challenge

5.1.12

The MOPAC Challenge is the principal mechanism through which the Mayor and the Deputy Mayor for Policing and Crime holds the Commissioner and his top team to account in public. They are joined by a board of advisers to help hold the Commissioner to account and review issues across the criminal justice system on a monthly basis.



## MOPAC/MPS audit panel

5.1.13

The Audit Panel contributes to public trust and confidence in the governance of the MOPAC and the MPS. It also assists MOPAC in discharging statutory responsibilities in holding the MPS to account. This is achieved by:

- ♦ Advising MOPAC and the Metropolitan Police Commissioner according to good governance principles.
- ♦ Providing independent assurance on the adequacy and effectiveness of the MOPAC/MPS internal control environment and risk management framework.
- ♦ Overseeing the effectiveness of the framework in place for ensuring compliance with statutory requirements and in particular those in respect of health and safety and equalities and diversity.
- ♦ Independently scrutinising financial and non-financial performance to the extent that it affects MOPAC and MPS exposure to risks and weakens the internal control environment.
- ♦ Overseeing the financial reporting process.

The Panel meets quarterly and where possible, reports will be published on [the MOPAC website](#).

London. Key criminal justice partners also attend. Its underlying principle is to improve accountability between partners through the delivery of an agreed partnership strategic plan. In the future, will be underpinned by the Mayor's Policing and Crime Plan for London.

## London Crime Reduction Board

5.1.14

The London Crime Reduction Board (LCRB) is the place where the Mayor, the Commissioner and London's boroughs come together to agree a coordinated approach to crime reduction, local policing and community safety in

## Equalities

5.1.15

Diversity and equality are critical to the MPS' ability to police London effectively and this is key to boosting public confidence. The Mayor's strategy for equalities, 'Equal Life Chances for All, is an approach that aims to bring Londoners together, rather than dividing them. The strategy promotes outcomes for a diverse range of communities that attempt to bring real changes to the quality of life for all Londoners and this approach is reflected throughout this plan. The Commissioner has specific duties under the Equality Act 2010<sup>54</sup> and has developed a strategy to deliver these, 'Achieving Equality, Improving Confidence'. MOPAC must ensure the Commissioner meets his duties under the Act and must also ensure its own compliance. This will be delivered through MOPAC's performance and accountability framework described above.

5.1.16

MOPAC will:

- ♦ Hold the Commissioner to account for the delivery of his Equality Act duties and for achieving the MPS's equality objectives.
- ♦ Ask the Audit Panel to provide assurance on delivery; and progress will be monitored at the quarterly MOPAC Performance Challenge meetings.

## Transparency

5.1.17

The Mayor recognises that transparency is important to improving confidence in policing and the criminal justice system. [The MOPAC website](#) will be regularly updated with performance monitoring information (via London Datastore), MOPAC Challenge agendas and transcripts as well as papers for key meetings such as the Audit Panel and the LCRB.

## 5.2 FINANCE AND RESOURCES

### 5.2.1

The Metropolitan Police has a history of delivering significant savings, as evidenced by the net incremental savings delivered in 2011/12 of £146 million and £70 million net incremental savings planned in 2012/13. These savings have been realised through major change programmes, including those within Human Resources (HR), Finance and Resource Management, and Property Facilities Management. The MPS has outsourced some back office functions such as payroll and IT support.

### 5.2.2

However the MPS spends more per capita than any other police force in England and Wales (HMIC VfM Profiles 2012). More must be done around value for money.

### **Linkages between the objectives set and the resources allocated**

### 5.2.3

MOPAC has responsibility for ensuring the Commissioner is delivering an effective and efficient police force. The DMPC calls together advisors and officials to advise him on a regular basis and to ensure that investment, disposal and other asset-related decisions are founded on sound business cases.

## MOPAC/MPS Budget 2013-16

### 5.2.4

MOPAC submitted a balanced, 3 year budget to the Mayor, which was agreed on 27th February 2013. If you want to see the detail of the budget, please visit [www.london.gov.uk](http://www.london.gov.uk).

## 5.3 SMART COMMISSIONING

### 5.3.1

For the financial year 2012/13, MOPAC allocated a number of funding streams inherited from the Home Office. These are listed below:

- ♦ Drug Interventions Programme (DIP) - £12.8 million (part of which was provided directly to MPS to undertake compulsory drug testing).
- ♦ Community Safety Fund – £5.3 million.
- ♦ Youth Prevention – £2.2 million.
- ♦ CAGGK (communities against guns, gangs and knives) – £1million.

### 5.3.2

These funding streams cease to exist after March 2013. Instead the Home Office has allocated an un-ring-fenced 'Community Safety Fund' to each Police and Crime Commissioner, including MOPAC. Taken together with other MOPAC funding streams (the Police Property Act Fund and the Partnership Fund), MOPAC are now calling this fund the London Crime Prevention Fund. The title of the fund reflects those priority activities that Local Authorities are best placed to lead on, however its scope is wider, encompassing broader crime reduction initiatives around diversion, and reducing reoffending as well. The allocation process for the London Crime Prevention fund has been developed by MOPAC together with London Councils. For 2013/14 this fund will sit alongside the main policing grant. From 2014/15 these two funds will merge into one MOPAC funding pot. This single pot will also contain funding for victims' services, which will come to MOPAC from 2014/15. It is not currently known whether the

victims' part of the pot will be ring-fenced. The Ministry of Justice and the Home Office will determine this.

### 5.3.3

#### 1. MOPAC funding principles

The key principles for the MOPAC London Crime Prevention Fund are:

- ♦ Boroughs are in the best position to commission and deliver local interventions that will achieve the right outcomes, therefore individual commissioning decisions will be taken at as local a level as possible. The assumption is that boroughs can deliver better outcomes given sufficient freedom, flexibility and resource.
- ♦ MOPAC is committed to funding activity that is able to demonstrate impact and is therefore encouraging outcome-based commissioning to generate a strong evidence base.
- ♦ Funding decisions for each Local Authority will be determined by both the potential impact (i.e. likelihood of making a difference on the ground) of their proposals and local demand (levels of crime).
- ♦ MOPAC is providing boroughs the opportunity for longer term funding (up to four years)<sup>55</sup>, to enable complex and ingrained crime and offending problems to be tackled.
- ♦ MOPAC is particularly keen to see initiatives being developed that contribute to the Mayoral priorities of reducing gang crime and serious youth violence, reducing violence against women, reducing reoffending and tackling ASB.



## 5.4 MEETING THE STRATEGIC POLICING REQUIREMENT

### 5.4.1

The Strategic Policing Requirement (SPR) sets out the Home Secretary's view of the national threats that the police must address and the national policing capabilities required to counter those threats. The Mayor will work with the Commissioner to ensure the requirement is delivered.

### 5.4.2

The SPR published in July 2012 identified five national threats:

1. Terrorism.
2. Other civil emergencies defined as a 'tier one' risk in the National Strategic Risk Assessment (NSRA).
3. Organised Crime; e.g. large scale cyber crime, border security, economic crime.
4. Threats to public order / public safety beyond single police force action.
5. Large scale cyber incident (including the risk of hostile attack upon cyber space by other states).

### 5.4.3

The MPS plays a leading role in UK policing in responding to these threats. In addition to the Counter Terrorism Command, the MPS hosts a number of National Units that service both London and the rest of the UK. They include the ACPO (TAM) Counter Terrorism Coordination Centre; the National Domestic Extremism and Public Disorder Intelligence Unit (NDEPDIU), the Counter Terrorism Internet Referral Unit (CTIRU); the Joint Forensic Intelligence Team

(JFIT) and the National Terrorist Financial Investigations Unit (NTFIU).

### 5.4.4

This section of the Police and Crime Plan outlines our response to the Strategic Policing Requirement, detailing how together the Mayor and the Commissioner will continue to play a leading role in countering national threats.

## 1. Terrorism

### 5.4.5

London is the financial capital of the world, it continues to attract significant global investment and tourism, bolstered further by the resounding success of the 2012 Olympic and Paralympic Games. This success was supported in no small measure by the MPS's counter terrorist capability, which works extremely effectively within policing, and alongside partner agencies every day to keep London and its citizens safe and secure so that they can go about their business freely and with confidence.

### 5.4.6

The UK Government provides additional funding to the MPS in order to help deliver its National Counter Terrorist agenda (CONTEST). The unique and complex nature of London and its attractiveness as a terrorist target means that London receives a sizable share of the Government's Counter-Terrorist (CT) Grant, not only to keep the capital and its communities safe, but to support wider national counter-terrorist effort. This includes making sure our Royal Family and Government can operate effectively, important visitors who may be at risk are protected from harm, businesses and industry are well briefed on the nature

of the threat and are confident in the police's ability to counter it.

#### 5.4.7

The funding given to the MPS totals £376 million each year which funds in excess of 2,780 additional police officers and staff, all of whom are focused on cutting crime and combating terrorism. Third party funding is also provided to support policing at London Heathrow and City Airports. A sizeable amount of the CT grant supports wider local policing capabilities, which is a necessary linked component to support our ability to respond to terrorist threats and attacks.

#### 5.4.8

Counter-terrorist capability in London is woven through the fabric of every day policing, from the local beat officer, patrolling their patch, building community confidence, alert to signs that may suggest terrorist and other criminal activity, who then integrate at a local level with counter terrorist officers who are there to deliver specialist advice and engage with vulnerable citizens and communities, some of whom may be vulnerable to radicalisation. This is balanced by less visible counter terrorist specialists leading counter terrorism investigations and sharing intelligence regionally, nationally, and internationally with partner agencies here and abroad.

#### 5.4.9

The local beat officer remains the bedrock of policing, but even this role is now more complex than it once was, owing to the fast changing context and diversity within local communities. The beat officer is now inextricably linked to the changing global context because these new threats and crimes have the potential to reach into every home and impact on every family.

## 2. Civil Emergencies

#### 5.4.10

MPS Emergency Planning is delivered in accordance with the statutory requirements placed upon Category 1 Responders under the Civil Contingencies Act 2004. MPS representation is present throughout the Resilience Partnership in London. In addition the MPS provides support and advice to the London Emergency Services Liaison Panel (LES�P) and other key partners in respect of major incident policy, response and business continuity requirements. This responsibility extends to assisting in the planning, training, exercising and delivery of operational support for large scale emergencies, all of which must be achieved without significant disruption to the performance of core critical policing activities.

## 3. Organised Crime

#### 5.4.11

Organised crime is not confined to just a small number of criminal gangs. It is estimated to cost the UK £20 to £40 billion a year. It affects all of everyone, from the impact that fraud and money laundering has on insurance premiums to the impact of organised criminal gangs on London's communities, their confidence in the police and the level of crimes such as motor vehicle theft and burglary. The Mayor has asked the Commissioner to focus on reducing the harm caused by organised crime and increasing the safety and security of the city. There is clear evidence of Londoners' experiences of organised crime, often as victims of burglary, mobile phone theft or vehicle crime. There are also linkages between crime in London and the global illegal economy. This is to the significant

detriment of London's economic well-being.

5.4.12

The MPS approach to tackling organised crime is rooted in London's communities, particularly in the high crime areas where organised crime tends to be concentrated. Crime fighting activity in London is implemented through the national Integrated Operating Model. This approach mirrors the Home Office's organised crime strategy, 'Local to Global' which recognises the thread of organised crime runs through local, regional and national levels.

5.4.13

The Mayor wants to see the MPS build on its world leading capabilities for tackling organised crime, able to operate against the highest levels of criminality utilising the full range of policing tactics that are available to them. This means focusing on three key areas in the fight against organised crime:

- ♦ Taking the financial incentives out of crime. The MPS is significantly sharpening its focus on using powers under the Proceeds of Crime Act (POCA) as it looks to disrupt and deter criminal behaviour by taking the profits out of organised crime. This covers the entire range of organised criminal behaviour, from high end economic crime such as fraud and money laundering to profits made through the drugs trade or from stolen vehicles and mobile phones.
- ♦ Breaking the link between organised criminal gangs and street gangs. A key priority remains tackling criminal gangs and their influence on violent crime, the drugs trade and sexual offending. Street gangs are closely connected to more organised criminal

groups who drive and incentivise criminality, often in order to protect a criminal market. The MPS will continue to invest in a range of capabilities to tackle criminal gangs.

- ♦ Taking the guns and gunmen off the streets. Serious and organised criminality becomes visible to London's communities when it appears in the form of armed criminality. The MPS has enjoyed significant success in reducing the level of gun crime in London through overt and covert proactive operations and will continue to focus on armed criminality.

5.4.14

The response to organised crime is not just a police one and it is vitally important that the police continue to work alongside other enforcement and intelligence agencies, community partners and the private sector. The MPS has an important regional role, hosting the Regional Intelligence Unit bringing together oversight and coordination of activity in London involving the MPS, British Transport Police, City of London Police and security services and is committed to driving a more efficient, effective response to organised crime.

#### **4. Threats to public order and public safety**

5.4.15

The MPS deals with an average of 4,000 public order events per year. These include football matches and other sporting events, ceremonial events such as the Queen's Birthday parade, New Year's Eve celebrations, Notting Hill Carnival, state visits, marches, demonstrations and responding to major disorder. Public order policing

is consistently under the spotlight; in 2011 the MPS faced its largest public order challenge following the August disorder, in sharp relief with the safe and secure delivery of the 2012 Olympic and Paralympic Games.

5.4.16

The Mayor wants to see the city and businesses protected from violence while upholding the right to peaceful protest. The MPS has taken significant steps over recent years to adapt its policing response, as it looks to strike the appropriate balance between the right to protest with the rights of those impacted by the actions of protestors. This has included learning from previous events in terms of tactics, training, resilience and communication.

5.4.17

London is the focal point of much public order activity on a national scale, and having the right level of resilience is key to maintaining London's international reputation as a safe city. The MPS has worked closely with the ACPO Public Order Public Safety portfolio in the development of the National Policing Requirement.

5.4.18

The MPS has assessed its capability and capacity across all public order disciplines and taken part in recent national mobilisation exercises. The Mayor is confident that the MPS can service the needs of the National Policing Requirement during events requiring local, regional and national response. Our national commitment is to provide 21 Police Support Units (approximately 460 officers). The MPS currently has enough public order trained officers for 200 PSUs, working on the basis that if something is happening elsewhere in

the country it is also likely to impact on London.

## **5. Large scale cyber incident**

5.4.19

The MPS has an established history as the national lead for e-crime, having the responsibility for combating serious incidents of cyber-crime and investigating those with national impact. The Police Central e-crime Unit (PCeU) also has a remit to co-ordinate and support the initiatives of the National e-Crime Programme.

5.4.20

On 1st October 2013, the MPS dedicated cyber-crime functionality, the PCeU, all external funding and externally funded equipment will transfer to the National Crime Agency (NCA), with the formation of the National Cyber Crime Unit (NCCU).

5.4.21

The Mayor expects the MPS, like other forces across England and Wales, to assist the NCCU as required to prevent and combat large scale cyber incidents, and to develop further its capability to deal with cyber-threats in general.

---



## APPENDIX 1: LOCAL POLICING MODEL

### APP 1.1

The table on the following page shows the proposed numbers of police officer posts working in boroughs by 2015. These are based on the Commissioner's operational consideration and will be regularly reviewed to ensure that police resources are allocated appropriately to meet demand across London. The numbers represent a radical reorganisation of police resources so that more officers are out in neighbourhoods doing the things that local people consider important.

### APP 1.2

In describing these numbers, it is important to note that the baseline numbers differ from the actual numbers working on a borough at any given time. There are many reasons for this including considerable turnover on borough from month to month which inevitably means there are overlaps between new staff arriving and those departing. The numbers actually on borough at any given time will also include posts paid for out of other budgets. The 2011 baseline, created for the purposes of designing the Local Policing Model, excludes 910 officers whose roles will be delivered centrally in the new model.

### APP 1.3

The table on the following page shows how many more officers will be allocated to Safer Neighbourhoods as well as the increases in numbers on each borough.

### Local policing model numbers >

NB: Oct 2011 has been used as a baseline throughout the Local Policing Model process as it marks the beginning of the programme to redesign local policing services

---

	Safer Neighbourhoods			Total Borough officers		
	2011	2015	Change	2011	2015	Change
Barking and Dagenham	49	119	70	426	493	67
Barnet	60	135	75	523	564	41
Bexley	61	110	49	344	360	16
Brent	61	159	98	658	660	2
Bromley	65	127	62	428	482	54
Camden	52	157	105	749	751	2
Croydon	73	183	110	623	740	117
Ealing	68	161	93	664	727	63
Enfield	61	144	83	524	609	85
Greenwich	50	138	88	551	615	64
Hackney	54	154	100	682	685	3
Hammersmith & Fulham	47	139	92	553	556	3
Haringey	55	144	89	658	664	6
Harrow	61	107	46	355	385	30
Havering	53	107	54	346	394	48
Hillingdon	64	129	65	480	525	45
Hounslow	58	127	69	472	546	74
Islington	48	140	92	643	647	4
Kensington and Chelsea	54	128	74	521	523	2
Kingston	46	92	46	278	313	35
Lambeth	69	184	115	870	874	4
Lewisham	53	162	109	593	647	54
Merton	58	107	49	344	356	12
Newham	59	173	114	765	836	71
Redbridge	61	129	68	444	530	86
Richmond	53	97	44	286	301	15
Southwark	62	178	116	814	816	2
Sutton	54	102	48	295	337	42
Tower Hamlets	51	143	92	715	717	2
Waltham Forest	58	149	91	523	642	119
Wandsworth	58	137	79	564	579	15
Westminster	73	230	157	1412	1413	1
<b>Total</b>	<b>1849</b>	<b>4491</b>	<b>2642</b>	<b>18103</b>	<b>19287</b>	<b>1182</b>

## APPENDIX 2: POLICE AND CRIME PLAN CONSULTATION

### 2.1.1

The consultation period ran from 9th January until 6th March 2013. During that time, over 2,600 people attended consultation events, over 300 responded to the MOPAC questionnaire and over 200 written responses were received. A summary of that consultation has been separately published.

### 2.1.2

The consultation plan had the following main components:

- ♦ Formal letters to key stakeholders including those with whom MOPAC has a statutory duty to consult.
- ♦ Online publication of the draft Police and Crime Plan: The plan was published online on 9th January 2013.
- ♦ Online consultation: a questionnaire was available online to gather feedback on the plan. There has also been a telephone number for Londoners to provide direct feedback or seek assistance understanding the plan and completing the questionnaire. The questionnaire was available online until 6th March.
- ♦ Town-hall: Town Hall public meetings in every borough attended by DMPC and the Assistant Commissioner Territorial Policing as well as the borough commander. Local Assembly Member(s), Member(s) of Parliament and council leaders were invited as well as members of the public.
- ♦ Consulting advocacy groups: Groups representing the interests of specific groups were consulted about the plan during the consultation period. This included a specific meeting

with Baroness Newlove, the Victims' Commissioner, to consider the views of victims are specifically and appropriately reflected in the Plan. These groups were asked to suggest improvements to the plan and to use their networks to help provide further feedback.

### 2.1.3

Analysis of feedback: The feedback received from all sources was analysed by MOPAC staff. This analysis was used as the basis for the final version of the plan, to be published immediately following the launch of this plan.

## GLOSSARY

<b>ACPO</b>	Association of Chief Police Officers
<b>AAMR</b>	Alcohol Abstinence Monitoring Requirement
<b>ASB</b>	Anti-Social Behaviour
<b>BME</b>	Black and Minority Ethnic
<b>CCTV</b>	Closed-Circuit Television
<b>CID</b>	Criminal Investigation Department
<b>CSAS</b>	Community Safety Accreditation Scheme
<b>CSEW</b>	Crime Survey for England and Wales
<b>CT</b>	Counter-Terrorist
<b>CTIRU</b>	Counter Terrorism Internet Referral Unit Drug Interventions Programme
<b>DIP</b>	Drug Interventions Programme
<b>DMPC</b>	Deputy Mayor for Policing and Crime
<b>ESF</b>	European Social Fund
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>IOM</b>	Integrated Offender Management
<b>IPCC</b>	Independent Police Complaints Commission
<b>IT</b>	Information Technology
<b>JFIT</b>	Joint Forensic Intelligence Team
<b>LCRB</b>	London Crime Reduction Board
<b>LESLP</b>	London Emergency Services Liaison Panel
<b>LGBT</b>	Lesbian, Gay, Bisexual and Transgender
<b>MOJ</b>	Ministry of Justice
<b>MOPAC</b>	Mayor's Office for Police and Crime
<b>MPS</b>	Metropolitan Police Service
<b>NCA</b>	National Crime Agency
<b>NCCU</b>	National Cyber Crime Unit
<b>NDEPDIU</b>	National Domestic Extremism and Public Disorder Intelligence Unit
<b>NGOs</b>	Non-Governmental Organisations
<b>NHS</b>	National Health Service

---

<b>NSRA</b>	National Strategic Risk Assessment
<b>NTFIU</b>	National Terrorist Financial Investigations Unit
<b>PCeU</b>	Police Central e-Crime Unit
<b>PCP</b>	Police and Crime Plan
<b>PCSO</b>	Police community support officer
<b>POCA</b>	Proceeds of Crime Act
<b>PSU</b>	Police Support Units
<b>SIBs</b>	Social Impact Bonds
<b>SNBs</b>	Safer Neighbourhood Boards
<b>SNTs</b>	Safer Neighbourhood Teams
<b>STC</b>	Secure Training Centre
<b>TfL</b>	Transport for London
<b>UKBA</b>	UK Border Agency
<b>VfM</b>	Value for Money
<b>VPC</b>	Volunteer Police Cadets
<b>YJB</b>	Youth Justice Board
<b>YOIs</b>	Youth Offending Institutes
<b>YOTs</b>	Youth Offending Teams

---



## END NOTES

- 1 Youth violence has reduced by 31% (-5,863) as comparing April 2008 – Feb 2009 with April 2012 – Feb 2013. There were 103 homicide offences recorded in financial year 2011/12. The number of homicide offences committed in London are at their lowest since 1969 (when there were 83 recorded), and therefore at the lowest level in over 40 years. MPS Statistics.
  - 2 Police and Crime Committee. *Mayor's Office for Policing And Crime*. 'p.26'. (14 February 2013). Transcript available at: [www.london.gov.uk/moderngov/documents/b7477/Minutes%20-%20Appendix%201%20-%20Transcript%20Thursday%2014-Feb-2013%2010.00%20Police%20and%20Crime%20Committee.pdf?T=9](http://www.london.gov.uk/moderngov/documents/b7477/Minutes%20-%20Appendix%201%20-%20Transcript%20Thursday%2014-Feb-2013%2010.00%20Police%20and%20Crime%20Committee.pdf?T=9)
  - 3 Press release. *Greater London Authority*. (16 January 2012). Available at: [www.london.gov.uk/media/press\\_releases\\_mayoral/mayor-boris-johnson-heads-uk%E2%80%99s-first-office-policing-and-crime](http://www.london.gov.uk/media/press_releases_mayoral/mayor-boris-johnson-heads-uk%E2%80%99s-first-office-policing-and-crime)
  - 4 The 'Have Your Say' on Policing in London consultation uses a number of methods to gather information on Londoner's (both the public and businesses) policing priorities. Link to survey is available at: [www.smart-survey.co.uk/v.asp?i=54757lbrpc](http://www.smart-survey.co.uk/v.asp?i=54757lbrpc)
  - 5 Mayor's Manifesto. *Fighting Crime in London*. Available at: [www.backboris2012.com/crime](http://www.backboris2012.com/crime) & [www.backboris2012.com/transport](http://www.backboris2012.com/transport)
  - 6 There were a total of 794,083 offences recorded across the MPS in the 12 months to September 2012. This accounts for 21% of all crime recorded across England and Wales (3,764,919).  
*Crime Survey for England and Wales. Home Office Police Recorded Crime - year ending September 2012*. (24 January 2013). Available at: [www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-287894](http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-287894)
  - 7 Value for Money profiles. *Her Majesty's Inspectorate of Constabulary*. (October 2012). Available at: [www.hmic.gov.uk/publication/metropolitan-value-for-money-profile-2012/](http://www.hmic.gov.uk/publication/metropolitan-value-for-money-profile-2012/)
-

- 8 The data source for victim satisfaction is the MPS 'User Satisfaction Survey'. Figures can be viewed at [www.hmic.gov.uk/crime-and-policing-comparator/](http://www.hmic.gov.uk/crime-and-policing-comparator/) which shows that the MPS has recorded the lowest satisfaction rate in England and Wales. Information can also be found at [www.met.police.uk/about/documents/lvc-quarter\\_2\\_12\\_13\\_final.pdf](http://www.met.police.uk/about/documents/lvc-quarter_2_12_13_final.pdf)

Most recent data from the MPS User Satisfaction Survey (rolling 12 months up to December 2012) shows the satisfaction gap between White and BME victims is unchanged for Q3 12-13 compared to FY 11-12, and currently stands at 4.7%. The average gap historically remains at around 5%.

- 9 The Policing Protocol Order 2011. *Home Office*. Came into force on 16 January 2012. Available at: [www.homeoffice.gov.uk/publications/police/pcc/policing-protocol](http://www.homeoffice.gov.uk/publications/police/pcc/policing-protocol)
- 10 Local Policing Model. *Metropolitan Police Service*. (24 September 2012) Link to press release available at: <http://content.met.police.uk/News/Local-Policing-Model/1400011800855/1257246745756>
- 11 Further details are available at: [www.college.police.uk](http://www.college.police.uk)
- 12 Press release. *Home Office*. Available at: [www.homeoffice.gov.uk/police/police-it/](http://www.homeoffice.gov.uk/police/police-it/)

- 13 MPS CRIS statistics.
- 14 Policing in Austerity – One Year on. *Her Majesty's Inspectorate of Constabulary*. (July 2012) Available at: [www.hmic.gov.uk/media/policing-in-austerity-one-year-on.pdf](http://www.hmic.gov.uk/media/policing-in-austerity-one-year-on.pdf)

- 15 Appointments carried out by Borough officers are made and monitored centrally by Central Communications Command (CCC). They produce monthly monitoring reports for internal purposes only and are not published publicly.

The number of appointments is growing by approximately 12,000 visits a month over the last 6 months.

In Feb 2013, the most recent data, 132,475 appointments were made: (Sep 12 = 71,226) (Oct 12 = 83,922) (Nov 12 = 96,922) (Dec 12 = 108,788) (Jan 13 = 120,586).

MPS Statistics (March 2013).

- 16 Around half of the TNOs are covered by the MOPAC 7 priority offences. They accounted for 49.8% of all TNOs over the last 12 months (March 12 – Feb 13). (It is important to note that TNOs will also include 'state' based offences, which are crimes discovered by the police such as drugs offences, possession of weapons etc.)
- 17 MPS Statistics 2012/13.

- 18 TNS Poll carried out on behalf of MOPAC in March 2013 available on [www.london.gov.uk](http://www.london.gov.uk).
  - 19 Press Release. *Greater London Authority*. (8 February 2012). Available at: [www.london.gov.uk/media/press\\_releases\\_mayoral/met-launches-major-crack-down-gang-crime](http://www.london.gov.uk/media/press_releases_mayoral/met-launches-major-crack-down-gang-crime)
  - 20 *London Crime Reduction Board, pan-London anti-gang strategy* (February 2012). Available at: [www.london.gov.uk/priorities/policing-and-crime/lcrb-partnership-anti-gangs-strategy](http://www.london.gov.uk/priorities/policing-and-crime/lcrb-partnership-anti-gangs-strategy)
  - 21 The Counter-terrorism strategy. *Home Office*. (July 2011) Available at: [www.homeoffice.gov.uk/counter-terrorism/uk-counter-terrorism-strat/](http://www.homeoffice.gov.uk/counter-terrorism/uk-counter-terrorism-strat/)
  - 22 The MPS have an internal mechanism for recording the number of officers assigned to events each year.  
  
8,885 events were policed from 1st January 2010 to 31st December 2011. Of these, 817 events were attended by less than 6 officers (1 serial), which leaves 8,068 events during that period.
  - 23 MOPAC Challenge quarterly performance paper. *Mayor's Office for Policing and Crime*. 'p.3'. Available at: [www.london.gov.uk/sites/default/files/MOPAC%20Challenge%20Performance%2022-Jan-13.pdf](http://www.london.gov.uk/sites/default/files/MOPAC%20Challenge%20Performance%2022-Jan-13.pdf)
  - 24 Press Release. *Home Office*. (2 July 2012). Available at: [www.homeoffice.gov.uk/police/police-crime-commissioners/news/victims-services](http://www.homeoffice.gov.uk/police/police-crime-commissioners/news/victims-services)
  - 25 Press Release. *Metropolitan Police Service*. (12 January 2012). Available at: <http://content.met.police.uk/News/New-measures-announced-to-increase-effectiveness-of-stop-and-search/1400005915133/1257246745756>
  - 26 London regional network of stop and search community monitoring groups set up as a result of recommendation 62 of the MacPherson Inquiry Report into the death of Stephen Lawrence. They are comprised of local community representatives who review the use of stop and search powers at borough level and support local officers to retain trust and confidence in the communities they serve.
  - 27 There have been no deaths in custody in London 2011/12 and none in the calendar year 2012. The last death in custody was September 2010.  
  
*IPCC Deaths in Custody Report 2011. Independent Police Complaints Commission*. (August 2011). Available at: [www.ipcc.gov.uk/en/Pages/deathscustodystudy.aspx](http://www.ipcc.gov.uk/en/Pages/deathscustodystudy.aspx)
-

- 28 Race & Faith Inquiry Report. *Metropolitan Police Authority*. (July 2010). Available at: <http://policeauthority.org/metropolitan/downloads/publications/race-faith-inquiry.pdf>
- 29 Value for Money profiles. *Her Majesty's Inspectorate of Constabulary*. (October 2012). Available at: [www.hmic.gov.uk/publication/metropolitan-value-for-money-profile-2012/](http://www.hmic.gov.uk/publication/metropolitan-value-for-money-profile-2012/)
- 30 The MOPAC/MPS approach to secondary transfer (as part of the PRSRA 2011) will be agreed by Summer 2013.
- 31 Draft MOPAC/MPS Estate Strategy 2013-2016 (January 2013). Available at: [www.london.gov.uk/sites/default/files/Draft%20MOPAC%20MPS%20Estate%20Strategy%202013-2016.pdf](http://www.london.gov.uk/sites/default/files/Draft%20MOPAC%20MPS%20Estate%20Strategy%202013-2016.pdf)
- 32 The City of London Police, British Transport Police and the National Crime Agency.
- 33 Effects of Closed Circuit Television surveillance on crime in Norway. (*The Campbell Collaboration*) - Welsh, B. & Farrington, D. (2008). Available at: [www.campbellcollaboration.org/news/CCTV\\_modest\\_impact\\_on\\_crime\\_printer.shtml](http://www.campbellcollaboration.org/news/CCTV_modest_impact_on_crime_printer.shtml)
- 34 Press release. *Transport for London*. (29 May 2012) Available at: [www.tfl.gov.uk/corporate/media/newscentre/archive/24137.aspx](http://www.tfl.gov.uk/corporate/media/newscentre/archive/24137.aspx)
- 35 Local Alcohol Profiles for England (LAPE 2012). North West Public Health Observatory. Available at <http://www.lape.org.uk/data.html>, download 'Local Authority alcohol indicators'
- 36 TNS Poll carried out on behalf of MOPAC in March 2013 available on [www.london.gov.uk](http://www.london.gov.uk).
- 37 'Broken Windows' - The police and neighbourhood safety. *George L. Kelling and James Q. Wilson*. (March 1, 1982) Available at: <http://www.theatlantic.com/magazine/archive/1982/03/broken-windows/304465/>
- 38 Press release. *Defra - Department for Environment, Food and Rural Affairs*. (6 February 2013). Available at: [www.defra.gov.uk/wildlife-pets/pets/dangerous/](http://www.defra.gov.uk/wildlife-pets/pets/dangerous/)
- 39 Hate crime action plan: Challenge it, Report it, Stop it. *Home Office*. (March 13 2012): Available at: [www.homeoffice.gov.uk/publications/crime/hate-crime-action-plan/](http://www.homeoffice.gov.uk/publications/crime/hate-crime-action-plan/)
- 40 Rt Hon Damian Green MP. *Criminal Justice Reform Lecture*. (February 2013). Available at: [www.justice.gov.uk/news/speeches/damian-green/criminal-justice-reform-lecture](http://www.justice.gov.uk/news/speeches/damian-green/criminal-justice-reform-lecture)
- 41 TNS Poll carried out on behalf of MOPAC in March 2013 available on [www.london.gov.uk](http://www.london.gov.uk).
-

- 42 Criminal Justice Performance Report. *London Criminal Justice Partnership*. (September 2012). Available at: [www.londoncjp.gov.uk/publications/performance/sep12/lcjp\\_performance.pdf](http://www.londoncjp.gov.uk/publications/performance/sep12/lcjp_performance.pdf)
- 43 Judicial and Court Statistics 2011. *Ministry of Justice*. (28 June 2012) 'p.40'. Available at: [www.justice.gov.uk/downloads/statistics/courts-and-sentencing/jcs-2011/judicial-court-stats-2011.pdf](http://www.justice.gov.uk/downloads/statistics/courts-and-sentencing/jcs-2011/judicial-court-stats-2011.pdf)
- 44 Mayor's Office for Policing And Crime Challenge Meeting. (19 July 2012). Transcript available at: [www.london.gov.uk/priorities/policing-and-crime/mopac-challenge-seeking-justice-victims](http://www.london.gov.uk/priorities/policing-and-crime/mopac-challenge-seeking-justice-victims)
- 45 'Swift and Sure Justice: The Government's Plans for Reform of the Criminal Justice System. *Ministry of Justice*. (31 October 2012). Available at: [www.justice.gov.uk/publications/policy/moj/swift-and-sure-the-governments-plans-for-reform-of-the-criminal-justice-system](http://www.justice.gov.uk/publications/policy/moj/swift-and-sure-the-governments-plans-for-reform-of-the-criminal-justice-system)
- 46 Transforming Rehabilitation - a revolution in the way we manage offenders. *Ministry of Justice*. (January 2013). Available at: <https://consult.justice.gov.uk/digital-communications/transforming-rehabilitation>
- 47 National Offender Management Service 2012
- 48 National Offender Management Service 2012
- 49 Crime, persistent offenders and the justice gap. Richard Garside. *Crime & Society Foundation*. 'p.5' (October 2004). Available at: [www.crimeandjustice.org.uk/opus283/DP1Oct04.pdf](http://www.crimeandjustice.org.uk/opus283/DP1Oct04.pdf)
- 50 Proven Re-offending Statistics Quarterly Bulletin. (April 2010 to March 2011). England and Wales. *Ministry of Justice*. (31 January 2013). Available at: [www.justice.gov.uk/downloads/statistics/reoffending/proven-reoffending-apr10-mar11.pdf](http://www.justice.gov.uk/downloads/statistics/reoffending/proven-reoffending-apr10-mar11.pdf)
- 51 Proven Re-offending Statistics Quarterly Bulletin. (April 2010 to March 2011). England and Wales. *Ministry of Justice*. (31 January 2013). Available at: [www.justice.gov.uk/downloads/statistics/reoffending/proven-reoffending-apr10-mar11.pdf](http://www.justice.gov.uk/downloads/statistics/reoffending/proven-reoffending-apr10-mar11.pdf)
- 52 Resettlement provision for children and young people: Accommodation and education, training and employment. Thematic report - *HM Inspectorate of Prisons* (June 2011). Available at: [www.justice.gov.uk/downloads/publications/inspectorate-reports/hmipris/thematic-reports-and-research-publications/Resettlement-thematic-june2011.pdf](http://www.justice.gov.uk/downloads/publications/inspectorate-reports/hmipris/thematic-reports-and-research-publications/Resettlement-thematic-june2011.pdf)
-



- 53 Press release. *Metropolitan Police Service*. (24 September 2012). Available at: <http://content.met.police.uk/News/MPS-announces-independent-Commission-into-Mental-Health-and-Policing/1400011788224/1257246741786>
- 54 These are to foster good relations and to advance equality of opportunity between people who share a protected characteristic and those who do not and to eliminate unlawful discrimination.
- 55 There will be break clauses and review periods to respond to any significant changes in the funding from Government.
-

## Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

Public Liaison Unit  
Greater London Authority  
City Hall  
The Queen's Walk  
More London  
London SE1 2AA

Telephone 020 7983 4100  
Minicom 020 7983 4458  
[www.london.gov.uk](http://www.london.gov.uk)

You will need to supply your name, your postal address and state the format and title of the publication you require.

If you would like a summary of this document in your language, please phone the number or contact us at the address above.

### Chinese

如果需要您母語版本的此文件，  
請致電以下號碼或與下列地址聯絡

### Hindi

यदि आप इस दस्तावेज की प्रति अपनी  
भाषा में चाहते हैं, तो कृपया निम्नलिखित  
नंबर पर फोन करें अथवा नीचे दिये गये  
पते पर संपर्क करें

### Vietnamese

Nếu bạn muốn có văn bản tài liệu  
này bằng ngôn ngữ của mình, hãy  
liên hệ theo số điện thoại hoặc địa  
chỉ dưới đây.

### Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি  
(কপি) চান, তা হলে নীচের ফোন নম্বরে  
বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

### Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος  
εγγράφου στη δική σας γλώσσα, παρακαλείστε να  
επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυ-  
δρομικά στην παρακάτω διεύθυνση.

### Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں  
چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر  
پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

### Turkish

Bu belgenin kendi dilinizde  
hazırlanmış bir nüshasını  
edinmek için, lütfen aşağıdaki  
telefon numarasını arayınız  
veya adrese başvurunuz.

### Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى  
الاتصال برقم الهاتف أو مراسلة العنوان  
أدناه

### Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ  
ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ  
ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

### Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં  
જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર  
ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.



---

**MAYOR OF LONDON**  
OFFICE FOR POLICING AND CRIME